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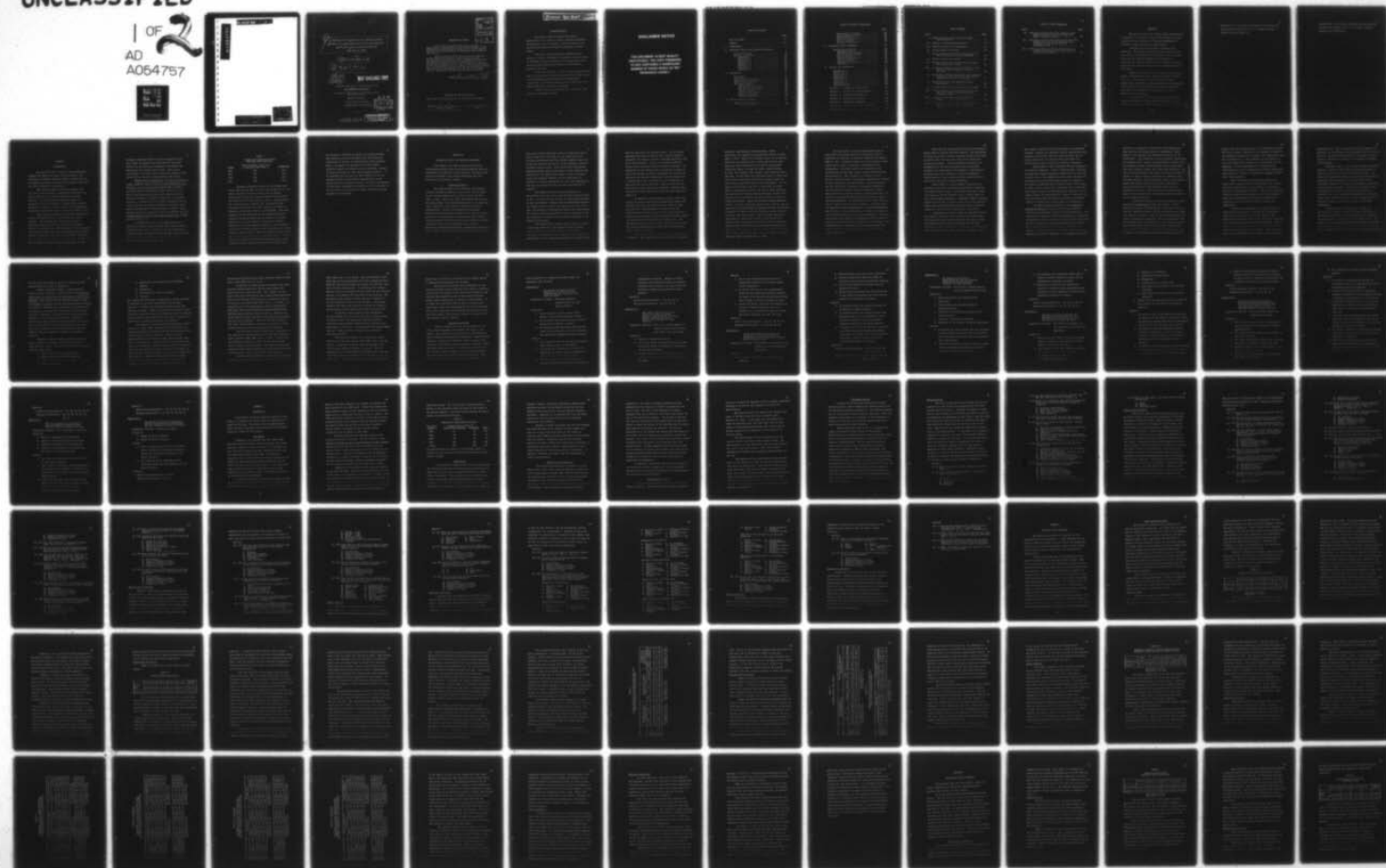
AN ANALYSIS OF THE EXTRINSIC AND INTRINSIC FACTORS AFFECTING TH--ETC(U)

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⑥ AN ANALYSIS OF THE EXTRINSIC AND INTRINSIC FACTORS
AFFECTING THE CAREER DECISIONS OF WEST POINT EDUCATED
JUNIOR GRADE OFFICERS WHO HAVE RESIGNED
FROM THE U.S. ARMY.

by

⑩ Thomas Edward/Murray, II

⑨ Master's thesis,

⑪ 1971

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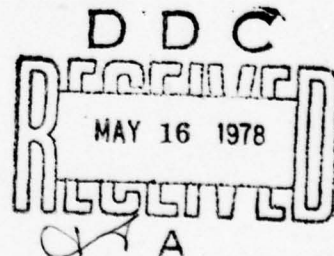
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A Thesis Submitted to the Faculty of the
DEPARTMENT OF MANAGEMENT

In Partial Fulfillment of the Requirements
For the Degree of

MASTER OF SCIENCE

In the Graduate College
THE UNIVERSITY OF ARIZONA



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ABSTRACT

The Army is losing many of its finest young officers to positions in civilian industry. This study is designed to determine what factors are influencing these junior officers to leave the military organization.

A questionnaire was mailed to 324 West Point Graduates. The sample was equally divided between active duty officers and officers who had resigned from the Army. Personnel were queried regarding the influence of extrinsic and intrinsic factors on their career decisions. Responses were analyzed through text and tables throughout this study.

Results indicated that both extrinsic and intrinsic factors influenced the young officer to stay in or leave the Army. The influence of senior officers, family separations, perception of proper utilization of background skills, money, fringe benefits and intrinsic motivators were found to be important in influencing the junior officer's career decision.

It is evident that this research has only lightly touched the subject of junior officer retention. It is hoped that it will be utilized for future, more extensive

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the retention problem and in turn increase the young
officer's job satisfaction. ↑

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CHAPTER 1

INTRODUCTION

The post World War II Cold War has considerably expanded the number and types of Army missions. The development of highly technical weapon's systems and the new politico-military environment has created a need for a new breed of Regular Army Officers.

This need was realized and many changes were initiated in the education, training and recruitment of junior officers in the period following the Korean Conflict. The United States Military Academy, in particular, made large strides to revamp their academic curriculum in order to be more attuned to the reawakened educational necessities of a new era (Farris 1971, p. 9).

This academic evolution at West Point produced an officer more qualified and sought after by civilian industry. The new graduate looked about and saw a generally prosperous civilian economy with increased comfort and leisure time. With remnants of the homogenous, relatively intimate, old Army still influencing the young officer's superiors these civilian conditions, described above, became increasingly attractive to him. The onset of the Viet Nam War brought a general downgrading of the

military's prestige among the civilian populace and in turn, began to increase the separations of the young officer and his family as the Regular Army Officer was called upon for repeated combat tours. Thus as the alternatives to an Army career became more attractive the junior officer retention problem became more severe.

Under present circumstances, the Army can expect to retain, pass the length of their initial obligation, only 18 percent of its junior grade officers (The Franklin Institute Research Laboratories 1968, Volume II, p. 1). This staggering turnover rate creates numerous serious personnel problems in efficiency and waste of available resources. It further makes it almost impossible for the Army to exercise any degree of choice in selecting those junior officers that it would most like to retain. This turnover rate can be compared to one of 50 percent for male college graduates leaving their first civilian job ("People at Work" 1970, p. 7).

In conjunction with the generally high rate of separation of junior grade officers there has also been an alarmingly high number of graduates of the United States Military Academy resigning from the service. This rate for classes recently eligible to resign is reflected in Table I (Medsger 1970, Inclosure 3).

TABLE I

RECENT ARMY RESIGNATION RATES
FOR WEST POINT GRADUATES

<u>Class</u>	<u>Number Resigned (Army only)</u> <u>As of 30 June 1970</u>	<u>% Resigned</u>
1962	134	25.5
1963	120	26.9
1964	135	27.4
1965	139	26.7

Somewhat comparable figures for the Academy year groups 1951 through 1961 show that the resignation rate for these officers at the end of their initial service obligations was only 15.5 percent (Deputy Chief of Staff for Personnel, U.S. Army 1970, p. 1-1-1). Army officials are naturally quite concerned over the recently high resignation rate since the time, expense, and degree of training a West Point officer is considerable. This fact coupled with the clamor for an all volunteer Army has prompted the Defense Department to attempt to determine exactly why the young officer is leaving the service. Conjecture as to the resignee's motives is not sufficient to initiate workable programs aimed at retaining the highly qualified junior leader. Thus, the purpose of this thesis is to analyze the extrinsic and intrinsic factors affecting the career decisions of West Point educated junior grade officers who have resigned from the United States Army.

The purpose of limiting the subject to Military Academy Army officers is not to insinuate that other services, individuals or sources of commissions are less important. Rather, the sample was narrowed to the West Pointer primarily because his address was more available, through his Alumni Association, than other separated officers. It is impossible at this point to state whether or not the Academy Graduate is necessarily representative of all separating junior officers, however, it is felt the results of this study, thoughtfully reviewed, will be beneficial in the retention of the majority of junior officers becoming eligible for separation.

CHAPTER 2

LITERATURE REVIEW AND RESEARCH HYPOTHESES

This chapter will seek to point out the facts surrounding numerous studies previously conducted which are considered to be related to this research. Following this review of literature the research hypotheses for this thesis will be carefully related.

Literature Review

The transformation of the military establishment, discussed briefly in Chapter 1, has had an extreme impact on the military officer and his career (Simon and Zald 1964, p. 257). First, the small, homogeneous officer corp of pre-World War II has been destroyed and in its place is a huge, impersonal, very complex bureaucratic military establishment. Second, the technical and political awareness requirements now essential for a military officer has led to a proliferation of professional skill requirements and forced the Army to train young officers in skills compatible with civilian occupations (i.e., Civil Engineering, Aerospace Engineering, International Relations, etc.). Third, the military community is no longer isolated

from its civilian counterpart; more civilians have been a part of Army life, more Army men are being trained in civilian institutions and more military families must live as part of civilian society due to an inadequate number of available on-post homes. These trends have considerably affected military career commitments in that primarily the young officer of today is well aware of what is going on within the civilian community and the opportunity to transfer to civilian employment is a very real possibility. This was not necessarily the case with pre-World War II officers.

Few organizations of any type emphasize the assimilation of a role as does the military (Janowitz 1965, p. 50). Not only must the officer be technically qualified he must also master a complex code of professional behavior and etiquette which governs his deportment on and off the job. The process of assimilation teaches the young officer the required behaviors expected of one in his position and he is expected to perform in this manner regardless of his personal preferences.

Such assimilation requires strong positive motives if military tasks are to be performed in an expedient manner. Since the specific missions of the Army are constantly changing due to the impact of technology, this assimilation of the professional officer is a process which

does not end during his military career. He is forever abandoning one type of military role, such as tactical commander, for another, such as a strategic-oriented, high level staff position. This is an extremely difficult process which obviously requires extensive training. The complexity of the training and the confusion involved in these role changes is further emphasized by the cold war. Presently the military professional must be prepared for a thermonuclear war, a limited war, and a brushfire or guerrilla war such as Viet Nam. Thus, not only are the Army officers being trained for multiple, changing roles but also for roles about which there is little clarity or agreement.

In addition to his numerous military roles every officer has other roles which can potentially hinder his ability to perform his military duties (Janowitz 1965, pp. 106-107). The obligations of family life, the attractiveness of other careers and the cross-pressures resulting from frequent civilian community contacts result in numerous role conflicts for the military man. The adequate management of these role conflicts is a must for the military establishment if they wish to retain these young, qualified officers.

Occupational choice is based on an elaborate set of factors. Such choices are said to consist of rational

decisions, psychological identifications, family traditions, and opportunity possibilities (Simon and Zald 1964, p. 271). Choice of a military career, as an officer, would seem to originate from a wider motivational range than most other occupations since family and regional traditions, desire to avoid the draft, actually being drafted, and numerous other factors could influence such a decision. In the choice of a military career it would seem that initial motivations would have a greater impact on later career commitment than in most professions. In this regard however, Simon and Zald in examining the career plans of individuals entering the service found that with the exception of Military Academy graduates, overall that original career intentions had only a slight relation to later career plans. Among the Military Academy graduates however, very few originally planned only a minimum tour of duty and it was only among the Academy officers that initial intentions to follow a military profession could actually be linked with career plans. The same study emphasized that officers' intentions to stay in the service were substantially strengthened if they felt their skills were being utilized effectively by the military establishment. Thus, more than original motives, career experiences would seem to be a large influence in the young officers' career decision (Simon and Zald 1964, p. 276).

For many years it has been hypothesized that an individual's on-the-job values or motivations could be classified as intrinsic or extrinsic (Bugental and Centers 1966, p. 193). Intrinsic factors are those related to work itself such as pride, challenge, responsibility and independence. Extrinsic motives are considered to be environmental factors such as pay, working conditions and fringe benefits. This division is certainly not new. However, there has been a considerable resurgence of interest in this dichotomy in the past decade. This new interest has been the result of Herzberg, Mausner and Snyderman's job satisfaction research which was published in 1959. They concluded the factors leading to job satisfaction were separate and completely distinct from the factors causing job dissatisfaction. It was discovered that these feelings are not opposite but are rather unipolar. In other words, the opposite of job satisfaction is not job dissatisfaction but is rather no job satisfaction. Likewise, the opposite of job dissatisfaction is no job dissatisfaction. Intrinsic job factors were labeled as "motivators" and were found to cause job satisfaction while contributing very little to job dissatisfaction. Similarly the researchers equated job dissatisfaction with extrinsic job factors which they called "hygienes".

There has been considerable criticism of Herzberg's theory based on several different aspects. His methodology of using the critical incident approach has been under fire as has the fact that his study dealt with a restricted occupational sample. Numerous learned individuals have disagreed with his duality approach which completely separates the "motivators" and "hygienes". Nevertheless, no matter what the criticism or praise of Herzberg's theory might be it has certainly caused considerable new interest in the field of job satisfaction.

Rosen (1963, p. 37-43) sampled 93 research and development personnel of varying specialities, education and organizational levels. He had each individual relate the importance of 118 different items to their desire to leave their present positions. Generally, Rosen's findings agreed with Herzberg's study in that most of the important items, which if not present would cause them to seek new employment, were similar to Herzberg's "motivators".

Friedlander and Walton (1964, pp. 194-207) studied 82 scientists and engineers in various job specialities. The researchers used a semi-structured interview in which the subjects were basically asked what were the most important factors keeping them in their present organization and what other factors might cause them to leave. Again

this study's conclusions basically agreed with Herzberg's findings. Reasons for remaining with the organization were primarily "motivators" and were different from, and not merely opposite to, the factors that might cause the interviewees to leave, which were basically "hygienes".

Saleh (1964, p. 312) researched 85 male managers in 12 different companies. Using a "Herzberg-like" interview he presented a paired comparison format with a 16 item job attitude scale. The subjects were all senior managers who would soon be retiring from their respective companies. The findings indicated that the pre-retirees, looking back on their careers, found that "motivators" had in fact been their biggest source of satisfaction and "hygienes" their largest source of dissatisfaction. However, looking at the time left until their retirement, the same men indicated "hygiene" factors to be a large source of satisfaction.

In 1966, Wernimont published in the Journal of Applied Psychology the results of his study entitled "Intrinsic and Extrinsic Factors In Job Satisfaction". The results showed that the individual approaches his employment with definite views as to what the company should contribute, to him, in return for his services, efforts and personal cost. Such returns from the company, desired by the employee, Wernimont found to be extrinsic job satisfaction factors or Herzberg's "hygienes". The employee also looks

at what he is expected to contribute to the company and thus sets his own personal goals or objectives. These goals are the intrinsic job satisfaction factors or the "motivators". The attainment of these intrinsic aspirations, the research found, equaled job satisfaction, whereas, lack of attainment brought dissatisfaction. [When people found that their company measured up to what they expected in the way of extrinsic factors then these items were no longer of concern to them and they concentrated on satisfying their intrinsic desires. In the same vein, however, the research showed that people tended to place more importance on extrinsic factors for dissatisfaction when given the opportunity to do so. Thus they seemed to complain most about extrinsic factors but the intrinsic factors seemed to be the larger motivator.]

A similar motivational theory was explored in March and Simon's Organizations (1958, pp. 83-111). It was labeled the theory of organizational equilibrium and dealt with the conditions under which the organization can induce its employees to remain a part of the organization and thus assure organizational survival. These men postulated that the employee makes "contributions" to the organization for which he receives, from the organization, "inducements". Each employee will remain a part of the organization only as long as the "inducements" he receives are as great or

greater than the "contributions" he is called upon to make. The value of these "inducements" are measured in terms of the employee's values and in regard to his opportunity cost. The "contributions" of the employees are the sources by which the organization acquires the "inducements" for the employees. If the organization is to survive these "contributions" must be sufficient to provide "inducements" large enough to continue to motivate the employees toward their "contributions".

March and Simon acknowledge the frutility of attempting to measure actual "contributions" and "inducements" but suggest that this postulation is reasonable although not empirically verified. They further divide the inducement-contribution balance into two major components which are: the perceived desirability of leaving the organization and the perceived ease of leaving the organization.

The perceived desirability of movement from the organization is primarily a function of the employee's present job satisfaction and his perception of the alternatives available to him within his present organization. The perceived ease of leaving the organization is a function of the number of perceived extra-organizational alternatives available to the employee. Such factors as the level of the economy, the employee's age and sex are

considered here. Thus, the March and Simon's approach to motivation is considerably more complicated than the "run of the mill" job satisfaction theory as it considers a large number of variables in leading to the employee's decision to participate.

MacGregor (1957, p. 22), using a slightly different approach, interprets these same motivational problems in terms of Maslow's well-known need hierarchy (1954). He feels that organizations devote too much time and effort to satisfying the physiological and safety needs of the individual employee even after these particular needs have long since been satisfied. Accordingly, MacGregor points to management's greatest mistake as their failure to recognize that their employee's dissatisfaction and apathy toward their work derives from the lack of opportunity to satisfy the higher level needs, social, ego and self fulfillment.

Using Maslow's hierarchy, Porter (1963, pp. 141-148) ran a series of studies to assess the extent of perceived deficiencies in need fulfillment as a function of job level and of line versus staff types of jobs. His sample was from industrial management personnel. Basically this research indicated that the largest need deficiencies were in Maslow's higher two levels, ego and self-fulfillment

and that these deficiencies tended to increase at each successively lower level of management.

Johnson and Marcum (1968, p. 457) following Porter's format conducted a similar study in the perceived deficiencies in individual need fulfillment of career Army officers. Their sample was 504 officers ranging in rank from Captain to Colonel and the conclusions agreed basically with Porter. Perceived need fulfillment deficiencies tend to increase at successively lower levels in the military hierarchy. Generally, need fulfillment deficiencies were greatest in the ego and self-fulfillment categories. Surprisingly, the deficiencies which appeared to have the most adverse effects on the accomplishment of Army goals were those associated with the opportunity to exercise authority and the comparative amounts of recognition received.

Johnson and Marcum (1968, p. 460) were able to rank the relative importance the officers attached to eight different needs. They are shown below with the most important need on top.

1. Feeling of worthwhile accomplishment
2. Opportunity to realize full potential
3. Opportunity for independent thought and action
4. Financial security

5. Opportunity to associate with his caliber persons
6. Recognition
7. Opportunity to exercise authority
8. Prestige

The "feeling of worthwhile accomplishment" neared unanimity in selection as the need the officers felt was most important. Likewise, the perceived deficiency for this need was not great. Oddly, and somewhat in contrast to the conclusions outlined above, the study found that the officers had the greatest need fulfillment deficiency in recognition, opportunity to exercise authority, and prestige.

The Franklin Institute Research Laboratories (FIRL) performed a study (1968) directed toward identifying the relationships among the various factors that influence Army junior officer's career decisions. Through written questionnaires and interviews, 4,532 junior officers took part in the research. Generally this study concluded that there were sufficient numbers of junior officers, on active duty, who are favorably inclined toward an Army career to meet the Army's retention needs and to provide a broad base for selection. Further, FIRL concluded that the young officer whose minimum personal security needs are met (extrinsic factors) and whose intrinsic needs are met

through duty assignments are highly motivated toward an Army career (FIRL 1968, Vol. II, p. 4).

In addition to these general conclusions, the study revealed numerous additional factors which affect the junior officer's career decision. For instance, it was noted that junior officers who have a good relationship with their senior officers definitely are encouraged to stay in the Army and vice-versa (FIRL 1968, Vol. I, p. 49-50). In conjunction with the senior-junior officer relationship, FIRL found that career counseling sessions significantly influence young officers toward retention. However, the study further revealed that 46% of the officers interviewed had never been counseled. Those who had been counseled felt their senior officers were truly interested in their careers and as such were very positively influenced.

The FIRL study attached considerable importance to the influence of family separations on the young officer's career decision (FIRL 1968, Vol. I, p. 63). It was found that officers intending to leave the Army resent these family hardships quite strongly. The staying officer also complained about family hardships but seemingly was willing to accept them as part of the career he had chosen.

Pay and fringe benefits were found to be a moderate influence on the young officers' decision to leave the Army

(FIRL 1968, Vol. I, pp. 53-56). Most young officers felt their pay was not commensurate with their responsibilities. They felt they worked harder and longer, for less pay, than their civilian counterparts. In conforming with today's American society most young officers indicated they believed success to be measured by the amount of pay received. The importance they attached to their pay was in relation to the pay received by their civilian friends. Many young officers felt they were viewed by civilians as "inferior" merely because of the amount of pay they were receiving.

In general, fringe benefits were considered a strong influence to stay in the Army by the staying group of officers while the leaving and undecided officers indicated fringe benefits influenced their decision only moderately or not at all. The one benefit all groups agreed upon as a strong retention influence was the Army's retirement benefit.

FIRL also investigated the relationship between retention and the Viet Nam War (FIRL 1968, Vol. I, pp. 48, 70-71). In general the junior officers displayed very little overt, negative reaction to the war. With few exceptions, it was found they do not like to go to war and risk their lives but realize it is an unfortunate part of their career. Only 30 officers believed the United States

should not be involved in Viet Nam and as a result wanted to disassociate themselves from the Army.

As can be seen from the brief discussions of the numerous research studies outlined above there is certainly a great deal of interest in and importance attached to the study of job satisfaction and of what really motivates people toward staying with or leaving an organization. It is hoped that this study will be able to at least add a small page in the ever-increasing book on job satisfaction and in turn, hopefully aid the United States Army in their important battle, with civilian industry, to retain their most qualified junior officers.

Research Hypotheses

After a careful review of the literature in the field, eight hypotheses are proposed for study in this thesis. Each hypothesis is listed and for clarification each is dissected to portray the hypothesis' independent and dependent variables and indicators used to measure these variables. The numbers of those questions relating to each hypothesis are also listed. It should be noted that not all questions relate directly to a particular hypothesis but rather some are used for general information. Also, some questions relate to more than one hypothesis. In

every hypothesis the dependent variable present is separation from the Army.

Hypothesis 1

The greater the young officer's disappointment with his senior officers the more likely he is to leave the Army.

Independent Variable - The young officer's
disappointment with his
senior officers.

Indicators

1. A poor competence rating of the senior officer's under whom respondents served.
2. An indication that senior officer's conduct influenced the officer to resign.
3. An indication that the officer received few career counseling sessions and was generally not positively influenced by these sessions.

Measures

1. Poor competence ratings are those of average, below average, poor or incompetent.
2. An officer was influenced to resign if he indicates the senior officer's conduct was a slight to strong influence to leave.
3. An officer who received less than eight career counseling sessions will be considered

inadequately counseled. Unless an officer indicates the counseling session he received influenced him to stay in the Army he will be considered negatively influenced by those sessions.

Questions

Active Duty Questionnaire - 31, 32, 33, 34

Resignee Questionnaire - 34, 35, 36, 37

Hypothesis 2

The greater the fear of or the larger the number of actual extended separations of the young officer from his family the greater the influence to leave the Army.

Independent Variable - Fear of or a large number of actual extended separations of the officer from his family.

Indicators

1. Number of unaccompanied tours
2. If a large number of unaccompanied tours were served the degree of influence of assignments on the career decision.
3. Actual indication that the frequency of or fear of family separations was an influence to leave.

Measures

1. Two or more unaccompanied tours will be considered excessive for the short careers of the respondents.
2. An officer with two or more unaccompanied tours will be considered influenced thereby to resign if he indicates assignments received were a slight to strong influence to leave.
3. Unless the officer indicates the frequency of or fear of family separation are of no influence or an influence to stay he will be considered influenced to leave the Army.

Questions

Active Duty Questionnaire - 18, 19, 24, 38, 43

Resignee Questionnaire - 19, 20, 25, 41, 46

Hypothesis 3

If the young officer perceives his background and skills are being improperly utilized this will influence him to leave the Army.

Independent Variable - The officer's perception of the utilization of his background and skills.

Indicators

1. An attempt to change or actually changing branches.

2. Dissatisfaction with first branch assignment
3. Military Occupational Specialty (MOS) not consistent with personal occupational interest.
4. Feeling that education and skills were not properly utilized.
5. Feeling that the forecast for the utilization of the officer's education and skills was not conducive to remaining in the Army.

Measures

1. An indication that the respondent changed or attempting to change branches.
2. An indication that the Military Occupational Specialty (MOS) was not consistent or only slightly consistent will be considered a negative influence on the career decision.
3. A response of "no" to the questions concerning the utilization of and forecast for future utilization of education and skills indicates a possible negative influence toward the individual remaining in the Army.

Questions

Active Duty Questionnaire - 10, 11, 12, 14, 35,
36, 37, 40, 41, 42

Resignee Questionnaire - 11, 12, 13, 15, 38, 39,
40, 43, 44, 45

Hypothesis 4

The greater the officer's dissatisfaction with his required daily duties the greater the influence to leave the Army.

Independent Variable - The officer's dissatisfaction
with his required daily duties.

Indicators

1. Day-to-day duties not consistent with expectations.
2. Being assigned an excessive number of additional duties
3. Influence of the additional duties on the career decision.
4. Influence of assignments received.
5. Influence of the forecast of future assignments.

Measures

1. A response that daily duties were not consistent or only slightly consistent will be considered as an indication that duties were not consistent with expectations.
2. Unless the respondent indicates that the number of his additional duties were not excessive they will be considered excessive.

3. An indication that additional duties were a slight to strong influence to leave will be considered an influence to resign.
4. Respondent who answers that assignments received or possible future assignments were a slight to strong influence to leave will be considered influenced to resign.

Questions

Active Duty Questionnaire - 15, 16, 17, 38, 39

Resignee Questionnaire - 16, 17, 18, 41, 42

Hypothesis 5

The less an officer perceives the existence of certain intrinsic job motivators the more likely he is to be influenced to leave the Army.

Independent Variable - The officer's perception of the existence of intrinsic job motivators.

Indicators

1. Feeling that the officer's efficiency report system is unfair and the influence of that system on the career decision.
2. The existence of and the influence of each of the following on the career decision.
 - a. Opportunity to be creative
 - b. Feeling of achievement

- c. Delegation of authority
 - d. Granting of responsibility
 - e. Recognition
 - f. Opportunity for a private life
 - g. High status and prestige in the military community
 - h. High status and prestige in the civilian community
3. Feeling that the promotion system is unfair and the influence of that system on the career decision.

Measures

1. An answer of "no" to the questions concerning the fairness of the officer's efficiency report and promotion systems indicates the respondent's feeling of the unfairness of these systems.
2. An indication that the efficiency report or promotion systems were a slight to strong influence to leave displays the influence of these systems on the respondent's career decision.
3. An indication that an intrinsic motivator exists to a moderate or high degree will be sufficient to acknowledge its existence within the Army.

4. Unless an individual indicates an intrinsic motivator was of no influence or an influence to stay it will be considered the motivator was a negative influence on the career decision.

Questions

Active Duty Questionnaire - 44, 45, 46, 49

Resignee Questionnaire - 47, 48, 49, 52

Hypothesis 6

The amount of Army pay received and/or the officer's disillusionment with the Army's fringe benefits are not important influences on the officers decision to leave the Army.

Independent Variable - The pay received and/or the fringe benefit package.

Indicators

1. The officer's feelings toward the adequacy of the pay received and its relation to actual responsibilities.
2. The influence of the amount of pay received on the career decision.
3. The amount of additional salary that might have influenced a resignee to stay in the Army.
4. Possible influence of a "bonus" system on the resignee's career decision.
5. The officer's feeling toward the adequacy of the fringe benefit package.

6. The influence of the Army's early retirement benefit.

Measures

1. An officer who indicates his pay was not commensurate with his responsibilities will be considered negatively influenced.
2. An indication that Army pay was marginally adequate, inadequate or very inadequate portrays a respondent's displeasure with his Army pay.
3. Individual's indicating the amount of their Army pay was a slight to strong influence to leave will be considered disillusioned with their pay.
4. A response that additional salary or a bonus would have kept an individual in the Army is further proof of his displeasure with his Army pay and the importance of money.
5. An officer considers the fringe benefit package inadequate if he answers that any one of the benefits are inadequate.
6. Only those individuals indicating that the Army's retirement system is an influence to stay will be considered positively influenced by this benefit.

Questions

Active Duty Questionnaire - 25, 26, 27, 28, 29, 30

Resignee Questionnaire - 26, 27, 28, 29, 30, 31,
32, 33

Hypothesis 7

The U.S. involvement in Viet Nam is
not an important influence on the
officer's decision to leave the Army.

Independent Variable - U.S. involvement in Viet Nam.

Indicators

1. Number of involuntary Viet Nam tours
2. Agreement with National Viet Nam policies
3. Influence of National Viet Nam policies
4. Influence of the prospects for future Viet
Nam tours on the career decision

Measures

1. More than one involuntary Viet Nam tour will
be considered excessive.
2. Only those men indicating Viet Nam policies as
no influence or an influence to stay will be
considered not influenced to leave the Army by
those policies.
3. Respondents answering that the forecast for
future Viet Nam tours were a slight to strong
influence to leave will be considered
negatively influenced by this factor.

Questions

Active Duty Questionnaire - 18, 19, 20, 21, 22, 23

Resignee Questionnaire - 19, 20, 21, 22, 23, 24

Hypothesis 8

The officer's decision to leave the service is primarily his own decision and the influence of others is minimal.

Independent Variable - Influence of others

Indicators

1. Degree of wife's influence
2. Degree of other's influence

Measures

1. Those indications that the wife's attitude was no influence or influence to stay are considered as positive influences on the career decision.
2. An indication by the respondent of the individual having the most influence on his career decision.

Questions

Active Duty Questionnaire - 47, 48

Resignee Questionnaire - 50, 51

CHAPTER 3

METHODOLOGY

To introduce the actual research involved in this study it is necessary to first review the methods used in compiling the data. The sample, the two questionnaires used, and their development and mailing will be discussed during the course of this chapter.

The Sample

Although it is intended that this thesis deal primarily with the factors influencing young, West Point graduate, officers to leave the Army, it is necessary to poll both those officers who have resigned from the Army and those presently on active duty. In this way a comparison can be made between the factors influencing the officer to leave the Army and those influencing him to remain and work toward an Army career. It is conceivable that a particular factor or experience might heavily influence one individual to leave the service and another to make the Army his profession.

It was decided to use the West Point Class of 1962 as the main statistical base for the study. The Military Academy Classes 1963, 1964 and 1965 were chosen to be the

basis of identical research in an attempt to validate the data obtained for the 1962 class. These four classes were chosen because members of the classes have had an adequate opportunity to resign from the Army if they so desire. The 1962 class became eligible to resign in June 1967 and each succeeding class could resign in June of succeeding years. The Class of 1965 was the last of the four classes to become eligible to resign as their initial service obligations were fulfilled in June 1970.

Adequate addresses for separated officers were extremely difficult to obtain. The 1970 edition of the Register of Graduates of the United States Military Academy published by the West Point Alumni Foundation was the primary source of all addresses used in the mailing of the questionnaire. This lack of addresses was the paramount influence in choosing the Class of 1962 for the main study as this class had a larger number of addresses available for its resigned officers than did 1963, 1964 or 1965.

Addresses were available for 83 separated officers in the Class of 1962. Eighty-one questionnaires were sent to the former Army officers in that class. An equal number were mailed to the 1962 graduates still on active duty. In the validation research, 20% of the separated Army officers in each class, 1963-65, were polled and similarly an equal number of questionnaires reached the active officers in

these year groups. The total number of questionnaires mailed in the validation study was equal to the totals in the primary research. The chart below indicates the exact number of questionnaires mailed.

TABLE II
ANALYSIS OF QUESTIONNAIRE MAILING

<u>West Point Class</u>	<u>Questionnaires Mailed To</u>		<u>Total</u>
	<u>Active Duty Officers</u>	<u>Resignees</u>	
1962	81	81	162
1963	26	26	52
1964	28	28	56
1965	<u>27</u>	<u>27</u>	<u>54</u>
TOTALS	162	162	324

No questionnaires were mailed to individuals forced to resign from the Army due to medical, disciplinary or other similar reasons.

Limitations

It is possible a questionnaire bias may exist since the individuals selected for receiving questionnaires were those who had sent current, adequate addresses to their Alumni Association. This possibility is acknowledged but in view of the fact that all other attempts to gather addresses met with failure little could be done to improve the sample in this respect. This author sees no reason to

conclude, however, that these individuals keeping their addresses current with the Alumni Association are any different from those who do not have current addresses available. Therefore it is doubtful that this particular factor will have any great bearing on the responses received in this research.

Further it should be pointed out that all responses are based entirely on the opinions of each subject and there is no way, within the scope of this study, to correlate the actual on-the-job performance of each officer with his answers. Certainly some men will be quite objective in their replies while others may be hesitant in mentioning experiences having a large bearing on their career decision but reflecting poorly on themselves. In addition, there was no control over the respondents to answer every question.

Questionnaire Development

The original questionnaire was pretested in the Tucson area. Nine active duty Army officers, members of the Military Academy Classes 1962, 1963 and 1964 answered the questionnaire designed for the in-service personnel. In addition, nine other Army officers attending the University of Arizona answered the questionnaire pertaining to resignees. These individuals were asked to place

themselves in the place of Academy graduates who had resigned from the Army and to answer the questions with this in mind. The fact it was impossible to locate resignees from these classes in the Tucson area forced the use of this particular approach. The purpose of the pretest was not to determine what answers might be given but rather to check the clarity of the questions and the actual time required to complete the exercise. All men who participated in the pretest were personally interviewed by this author and all responses were carefully reviewed and studied. As a result of the pretest three questions, deemed repetitious and irrelevant, were eliminated from both questionnaires. Several questions were slightly reworded in the interest of clarity and a question was added to the resignee's questionnaire asking if the resignee had been accepted for a position with a civilian firm prior to submitting his resignation.

In addition, the pretest resulted in a portion of the introduction letter (Appendix A) to each respondent being devoted to general instructions as to the procedures for answering the questionnaire.

Questionnaire Mailing

Questionnaires were placed in United States Army prepaid envelopes. Additionally each envelope contained a

letter of introduction (Appendix A) and a stamped, addressed envelope to be used by the respondent to return the questionnaire.

The questionnaires were prepared for mailing just prior to Christmas 1970 but were not mailed until December 27, 1970. It was hoped that by waiting until after the Christmas mail rush that there would be less chance of the questionnaires being lost in the mails or perhaps mislaid by the respondent in the haste of the holiday season.

The first response from the questionnaire was received within five days of the initial mailing. For approximately ten days thereafter responses were received at a rate of 20 to 30 per day. After this initial onslaught the response rate dropped to approximately 2-7 per day.

The majority of the questionnaires were received prior to the February 1, 1971, cut off date requested in the letter of introduction. Nine responses were received after that date. The last two replies were received on March 29 and April 2, respectively. The responses found in these two questionnaires are not included in the data related in the main body of this thesis due to their late return. A general outline of these answers can be found, however, in Appendix F.

The Questionnaire

A review of the two questionnaires will reveal related questions used to explore the possible validity of the hypotheses outlined in Chapter 2. The related questions are for the purpose of cross checking responses. There are basically seven areas to be studied, in this research, to analyze the intrinsic and extrinsic factors affecting a young Army officer's career decision.

Before discussing these areas it is necessary to explain the format of this section of the chapter. Following the text explaining each of the seven basic areas will be the questions pertaining to that area from the resignee's questionnaire. The corresponding question number from the active duty questionnaire will be in parentheses adjacent to each of these questions. The actual questions for the in-service personnel can be found in Appendix B, but in the interest of brevity they will not be reiterated here. It should be noted that the questions are basically the same for both questionnaires with only the time frame of the active duty questions being changed to indicate the current active status of those respondents. In a few instances there will be no corresponding question for the active military officers. These particular questions will be so indicated.

Socioeconomical

This area of questioning was designed to give the researcher an idea of who the respondents are and their initial career intentions. Although the answers to these queries will probably not materially contribute to proving or disproving the hypotheses of this study it was felt they were important mainly to attempt to determine the type of individuals who resign from and who stay a part of the Army. Question 8 on the resignee's questionnaire appears only on that questionnaire. It was asked in an attempt to determine the general time frame in which most officers decided to resign from the Army. It is conceivable that a firm time reference could be established and if so, it would be a valuable planning tool for Army programs designed to retain junior officers. Questions 6 and 7 pertaining to initial career intentions were inserted in an effort to recheck the validity of the related findings in the Zald and Simon study described in Chapter 2.

Question

1. (1) What was your age at the time you left active duty? _____
2. (2) What was your marital status at the time you left active duty?
 - A. Married
 - B. Single (never married)
 - C. Divorced
 - D. Separated
 - E. Widowed

3. (3) How many dependents, excluding yourself, did you have when you left the service? ____
4. (4) Which of the following best describes where you lived most of the time between the ages of 6 and 18?
- A. Big City (over 100,000)
 - B. Small City (20,000-100,000)
 - C. Small Town (5,000-20,000)
 - D. Rural Community
5. (5) What state or states did you live in most of the time between the ages of 6 and 18 years? ____
6. (6) Why did you become an Army officer? (Circle one or more)
- A. Best way to complete my military obligation
 - B. Looking for excitement
 - C. Hoped to receive responsibility and challenge
 - D. Thought I would gain prestige and respect
 - E. West Point would help me get through college
 - F. Family tradition
 - G. Other (please specify) _____
7. (7) What were your intentions the day you were commissioned?
- A. Definitely planned to resign at the end of my initial obligation
 - B. Thought I probably would resign at the end of my initial obligation
 - C. Was undecided about an Army career
 - D. Thought I would make the Army my career
 - E. Definitely planned an Army career
8. (-) During what time period did you definitely decide to resign from the service?
- A. Entrance to West Point
 - B. During 4 years as a cadet
 - C. During first year of service
 - D. During second year of service
 - E. During last year of service
 - F. During last six months of service
 - G. Other (specify) _____

9. (8) What was your grade at the time of your leaving the service?

- A. Major
- B. Captain
- C. First Lieutenant

Assignments and Duties

This is the largest area of questioning and it can be further divided into questions concerning the Military Occupational Speciality (MOS), branch preference, proper utilization of skills and background, daily duties, the Viet Nam War and other assignments. Questions 10-14 are related to the officer's branch assignments during his Army career. Question 15 is an attempt to determine the individuals feeling toward his occupational speciality in the service. Questions 16-18 and 38-40 query the serviceman's thought on the Army duties he was required to perform and their relation to his abilities. This series also relates to the Zald and Simon findings which ranked the importance of career experiences very high in determining later career commitment. The answers to these questions will be used in regard to the hypotheses concerning improper utilization (H3) and daily duties (H4). Questions 19-24 relate to the hypothesis concerning the Viet Nam War (H7). Questions 25 and 41-46 are an attempt to determine the influences of assignments received and frequent relocations.

They are asked to determine the validity of the hypotheses concerning family separations (H2), improper utilizations (H3) and duties (H4).

Question

10. (9) To what branch were you assigned upon leaving USMA? _____
11. (10) Did you change branches while in the service?
If so, to what branch did you change? _____
12. (11) Did you attempt to change branches while in the Army but your application was disapproved?
Yes _____ No _____
13. (12) Were you satisfied with your first branch assignment? Yes _____ No _____ If not, to what degree did this dissatisfaction influence your resignation?
 - A. No influence
 - B. Strong influence to leave
 - C. Moderate influence to leave
 - D. Slight influence to leave
 - E. Influence to stay
14. (13) What was the duty title (Artillery Commander, Medical Supply, etc.) of your primary MOS while in the service?
15. (14) To what degree did you feel your MOS classification was consistent with your personal occupational interest?
 - A. Not consistent at all
 - B. Highly consistent
 - C. Moderately consistent
 - D. Slightly consistent
16. (15) To what degree were the day-to-day duties you performed in the Army consistent with what you expected they would be?
 - A. Not consistent at all
 - B. Highly consistent

- C. Moderately consistent
- D. Slightly consistent

17. (16) While in the Army did you feel the number of additional duties you were called upon to perform excessive? Yes ___ No ___
Usually ___ Sometimes ___
18. (17) To what extent did these "additional duties" influence your decision to resign?
- A. No influence
 - B. Strong influence to leave
 - C. Moderate influence to leave
 - D. Slight influence to leave
 - E. Influence to stay
19. (18) How many RVN tours did you serve? ___
20. (19) How many involuntary RVN tours did you serve?
21. (20) Were you wounded while in RVN? Yes ___ No ___
22. (21) Did you agree with national policies concerning Viet Nam at the time you resigned? Yes ___
No ___ If not, did you feel the U.S. Government should pursue a policy of
- A. Immediate withdrawal
 - B. Gradual withdrawal
 - C. Total victory
 - D. Other _____
23. (22) To what extent did national Viet Nam policies influence your resignation?
- A. No influence
 - B. Strong influence to leave
 - C. Moderate influence to leave
 - D. Slight influence to leave
 - E. Influence to stay
24. (23) How did the prospect of future RVN tours influence your career decision?
- A. No influence
 - B. Strong influence to leave

- C. Moderate influence to leave
- D. Slight influence to leave
- E. Influence to stay

25. (24) How many involuntary unaccompanied tours, other than RVN did you serve? _____
38. (35) Did you feel that generally your education and skills were properly utilized in most duty assignments? Yes ____ No ____
39. (36) Did you feel that if you had stayed in the Army future duty assignments would have probably better utilized your education and skills? Yes ____ No ____ Undecided ____
40. (37) To what degree did the utilization of and forecast for future utilization of your education and skills influence your career decision?
- A. No influence
 - B. Strong influence to leave
 - C. Moderate influence to leave
 - D. Slight influence to leave
 - E. Influence to stay
41. (38) What influence did the assignments you received while in the Army have on your career decision?
- A. No influence
 - B. Strong influence to leave
 - C. Moderate influence to leave
 - D. Slight influence to leave
 - E. Influence to stay
42. (39) What influence did the assignments that you could have looked forward to in your career pattern have on your career decision?
- A. No influence
 - B. Strong influence to leave
 - C. Moderate influence to leave
 - D. Slight influence to leave
 - E. Influence to stay

43. (40) While in the service what was the longest period of time you served in a particular location? _____
44. (41) Generally, what were your feelings toward the length of PCS tours?
- A. Should be 1-1½ years
 - B. Should be 1½-3 years
 - C. Should be 3-4 years
 - D. Should be longer than 4 years
 - E. No preference
 - F. Other (specify) _____
45. (42) What influence did frequent relocations have on your career decision?
- A. No influence
 - B. Strong influence to leave
 - C. Moderate influence to leave
 - D. Slight influence to leave
 - E. Influence to stay
46. (43) To what degree did the frequency of or fear of family separations influence your career decision?
- A. No influence
 - B. Strong influence to leave
 - C. Moderate influence to leave
 - D. Slight influence to leave
 - E. Influence to stay

Pay and Fringe Benefits

Questions 26-33 pertain specifically to pay and fringe benefits. These two subjects cannot be separated in that the fringe benefit package is reputed to be worth countless dollars to the Army family and it is, in fact, considered by Congress when computing the military man's salary. This section obviously tests the hypotheses concerning financial security and fringe benefits (H6).

Questions 28 and 30 are asked only on the resignee questionnaire as they pertain to the amount of money, if any, that could have kept those individuals on active duty.

Question

26. (25) What were your feelings on the amount of pay you were receiving at the time of your resignation?
- A. Adequate
 - B. More than adequate
 - C. Marginally adequate
 - D. Inadequate
 - E. Very inadequate
27. (26) What influence did the amount of pay received in the service have on your career decision?
- A. No influence
 - B. Strong influence to leave
 - C. Moderate influence to leave
 - D. Slight influence to leave
 - E. Influence to stay
28. (-) What amount of additional salary would have influenced you to stay in the Army?
- A. No increase would have influenced me to stay
 - B. 7.5 to 10% of base pay
 - C. 11 to 15% of base pay
 - D. 15 to 25% of base pay
 - E. More than 25% of base pay
29. (27) While in the service did you feel your pay was commensurate with your responsibilities?
Yes ____ No ____ Usually ____
30. (-) If a "bonus system" for officers, similar to Enlisted Variable Bonus System, existed at the time of your resignation would this have influenced your ultimate decision? Yes ____
No ____ Maybe ____ If so, what size bonus would have influenced you to extend your Army career

- A. \$1,000 - 1,999
- B. \$2,000 - 3,500
- C. \$3,501 - 5,000
- D. More than \$5,000
- E. No amount would have influenced my decision

31. (28) What influence did the fringe benefit package (medical care, PX, Commissary) have on your career decision?

- A. No influence
- B. Strong influence to leave
- C. Moderate influence to leave
- D. Slight influence to leave
- E. Influence to stay

32. (29) How did the early retirement benefit of the Army influence your career decision?

- A. No influence
- B. Strong influence to leave
- C. Moderate influence to leave
- D. Slight influence to leave
- E. Influence to stay

33. (30) Which of the following fringe benefits did you find inadequate during your period of service? (Circle as many as desired)

- | | |
|-----------------|-------------------------------------|
| A. Medical care | I. Incentive pay |
| B. Dental care | J. Hazardous duty pay |
| C. PX | K. Officer clubs |
| D. Commissary | L. Civilian schooling opportunities |
| E. Housing | M. Travel |
| F. Retirement | N. Survivor benefits |
| G. Insurance | O. Post schools (for children) |
| H. Tax benefits | |

Senior Officers

The series of questions numbered 34-37 deals exclusively with the individual's opinion of his senior officers and their influences on his career decision (H1).

Question

34. (31) From your observations how would you generally rate the senior officers under whom you served?

- | | |
|----------------|------------------|
| A. Outstanding | E. Below Average |
| B. Superior | F. Poor |
| C. Excellent | G. Incompetent |
| D. Average | |

35. (32) Overall, to what degree did the conduct of senior officers influence your career decision?

- A. No influence
- B. Strong influence to leave
- C. Moderate influence to leave
- D. Slight influence to leave
- E. Influence to stay

36. (33) How many formal or informal career-counseling interviews did you have with senior officers prior to leaving the service?

- | | |
|------|----------------|
| A. 1 | D. 4-8 |
| B. 2 | E. More than 8 |
| C. 3 | F. None |

37. (34) What influence did the career-counseling have on your career decision?

- A. No influence
- B. Strong influence to leave
- C. Moderate influence to leave
- D. Slight influence to leave
- E. Influence to stay

Intrinsic Motivators

Pertaining to the hypothesis concerning intrinsic job satisfaction (H5) this heading can be divided into two areas. Questions 47, 48 and 52 deal with the Officers Efficiency Report (OER) and promotion systems. These subjects are touched upon only lightly and the answers will

be used as they relate to the job satisfaction factors "recognition" and "achievement". Question 49 gives the respondent an opportunity to indicate to what degree eight different intrinsic "motivators" exist within the Army and to rate the influence or importance of these factors to stay with or leave the military organization.

Question

47. (44) Do you feel the Officer's Efficiency Report System is fair? Yes ____ No ____

48. (45) To what degree did the OER system influence your career decision?

- A. No influence
- B. Strong influence to leave
- C. Moderate influence to leave
- D. Slight influence to leave
- E. Influence to stay

49. (46) In your opinion, to what degree did the following factors generally exist within the Army and how did they influence your career decision? (Circle one in each column)

Opportunity to be Creative

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

Feeling of Achievement

- | | |
|-------------------------------|------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |

- | | |
|-----------------------------|--------------------------------|
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

Delegation of Authority

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

Granting of Responsibility

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

Recognition for a Job Well Done

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

Opportunity for a Private Life

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |

D. Does not exist
at all

D. Slight influence
to leave
E. Influence to stay

High Status and Prestige in the Civilian Community

A. Exist to a high
degree
B. Exist to a
moderate degree
C. Exist to a slight
degree
D. Does not exist
at all

A. No influence
B. Strong influence
to leave
C. Moderate influence
to leave
D. Slight influence
to leave
E. Influence to stay

High Status and Prestige in the Military Community

A. Exist to a high
degree
B. Exist to a
moderate degree
C. Exist to a slight
degree
D. Does not exist
at all

A. No influence
B. Strong influence
to leave
C. Moderate influence
to leave
D. Slight influence
to leave
E. Influence to stay

52. (49) Do you feel the promotion system with the Army
is fair? Yes ___ No ___ If not, to what.
degree did this influence your career decision?

A. No influence
B. Strong influence to leave
C. Moderate influence to leave
D. Slight influence to leave
E. Influence to stay

Other's Influence

Two questions, Numbers 50 and 51, try to determine
who has the most influence on a young officer when it comes
time for him to decide on an Army or civilian career. The

hypothesis relating to the influence of others on the officer's career decision (H8) is tested in these questions.

Question

50. (47) Which of the following individuals influenced your career decision the most?

- | | |
|-----------|----------------------------------|
| A. Wife | D. Friend |
| B. Mother | E. None - it was my own decision |
| C. Father | F. Other _____ |

51. (48) What influence did your wife's attitude have on your career decision?

- A. No influence
- B. Strong influence to leave
- C. Moderate influence to leave
- D. Slight influence to leave
- E. Influence to stay

Resignee's Questions

Questions 53-56 are found only on the resignee's questionnaire. Numbers 53 and 54 will be used to gain a better understanding of the attitude leading to and circumstances surrounding the young officer's decision to leave the Army. The last two questions are an attempt to allow the subject to expand on any career decision influences already discussed in the questionnaire or to bring to light any influences which were not covered. It was hoped that these two queries would beget answers which could be used to aid other answers in validating one or more of the initial hypotheses.

Question

53. (-) Had you been accepted for a position with a civilian firm prior to submitting your resignation? Yes ☐ No ☐ Tentatively ☐
54. (-) Since leaving the Army have you ever seriously wished that you had made a career of the Army? Yes ☐ No ☐
55. (-) What single incident or factor had the most bearing on your influence to leave the Army?
(Use back of page if more space is required)
56. (-) What, if anything, could have been done to have kept you on active duty?

CHAPTER 4

PRIMARY STUDY'S RESPONSE

The quality and quantity of responses to the questionnaire were exceptional. A total response rate in excess of 83% was achieved and over 70% of the respondents took the time to add supplementary remarks of some nature to the specific answers required in the course of the questionnaire.

As previously indicated, 162 questionnaires were mailed to members of the West Point Class of 1962. Half of the questionnaires went to individuals who had resigned from the Army while the other half were sent to active duty Army officers. Seven of the questionnaires intended for resignees were returned due to incorrect addresses. Two of these questionnaires were remailed to alternate individuals for whom addresses were available. It is believed that all active duty Army officers received their questionnaires. Thus, the final number of questionnaires reaching the field totaled 81 for the active personnel and 76 for the resignees, 131 of the 157 questionnaires were returned. The percentage of active military officer's returning questionnaires was 86.4% (n=70). This can be compared to 80.3% (n=61) of the present civilians who responded to this questionnaire.

Questionnaire Response

This chapter is concerned with reviewing the answers of the 131 respondents. The format for the review will be identical with the breakdown used in the preceding chapter as the responses will be categorized into seven separate areas. Where percentages are furnished, a summation of the individual values may not equal 100% due to a small number of respondents who failed to answer some questions and/or because some respondents answered a particular question with more than one answer. The sample size (n) for the active group varies from 67 to 70 while the resignee sample size ranges from 58 to 61. Due to the fact that the sample was not selected randomly all chi square values are intended to be descriptive rather than inferential statistics.

This chapter will not relate separately each and every answer to the questionnaire. Rather, the responses for each major area will be summarized. For detailed answers and the exact sample size for each question the reader should refer to Appendices D and E.

Socioeconomical

The average active duty respondent is presently 30½ years old, married, has obtained the rank of Major and has 3.0 dependents not including himself. A similar picture

of the resignee at the time of his separation from the Army would indicate he was a 28 year old Captain, married and had 2.1 dependents. Since the West Point entrance requirements for age are quite rigid it can be assumed that both groups of men, being classmates, are generally the same age and thus that the average resignee has been a civilian for approximately $2\frac{1}{2}$ years. Likewise the difference in number of dependents and rank can also be attributed to this $2\frac{1}{2}$ year time lapse.

Table III indicates the resignee tends to be from the city and the active duty man from the small town or rural area. The fact that many Army installations are located in somewhat rural areas might be relevant to keeping this group in the service.

TABLE III
COMMUNITY ORIGINS FOR RESPONDENTS

	Big City	Small City	Small Town	Rural
Active Duty	15.7% (11)	34.3% (24)	28.6% (20)	21.4% (15)
Resignees	39.4% (24)	27.9% (17)	23.0% (14)	11.5% (7)

Chi Square = 9.64
Significant at .025

This slight difference in geographical upbringing can be carried over into the states in which the subjects

spent their early years. The larger percentage of both groups were from the Middle Atlantic States of New Jersey, New York and Pennsylvania with the resignees having 24.6% of their people from this area as compared to only 18.6% of the active group. The second and third most popular answers from the resignees were the Great Lake States (Illinois, Indiana, Michigan, Ohio, Wisconsin) and the South Atlantic States (Delaware, Florida, Georgia, Maryland, North and South Carolina, Virginia) with 19.7% and 18.0%, respectively, from these areas. In contrast, 12.9% of the active military people were from the Great Lakes States and 17.2% were from the South Atlantic area. These were the fifth and second areas in order of response for the active members. It should be noted here that 12.9% of the individuals still in the service as compared to 1.6% of the resignees indicated that their fathers had been career military men and they had "lived all over the world". There was a surprisingly small number of men from the Southern and Mountain states. This is in contrast to the Franklin Institute Research Laboratories Study (1968, p. 40) which noted that men from the Southern and Mountain states were most likely to pursue Army careers than men from any other areas in the United States.

Questions 6 and 7 dealt with initial motivations and career intentions. The answers most often given as to why they had become an Army officer were first, a desire "to receive responsibility and challenge" (56.5% active, 55.7% resignees) and second, "West Point would help me get through college" (50.8% active, 44.3% resignees).

Initially, 44.4% of the career men relative to 34.4% of the present civilians intended to make the Army their career. In the active group, 31.4% "definitely" planned an Army career as compared with only 19.7% among the resignees. Interestingly, 16.4% of the resignees planned to resign their commission from their first day of service. Among the career men 5.6% said they too originally planned to resign but later changed their mind.

Question 8 on the resignee's questionnaire was asked only of that group in an effort to establish a time frame in which the young officer actually decides to resign from the Army. Many individuals (24.6%) did not make their resignation decision until the last year of their obligated tour of duty. However, 21.4% of the former officers decided to resign during their second year of active duty. Thus, it is difficult to establish an exact time reference for the resignation decision. The responses did indicate however that only 13.1% of the men who later resigned had

made up their minds to do so by the end of their first year of service and that initial career intentions are probably not as important as later career experiences.

Assignments and Duties

Table IV reflects the initial branches of both groups.

TABLE IV
INITIAL BRANCH ASSIGNMENTS

	Artillery	Infantry	Engineers	Armor	Signal Corps
Active Duty	39.2%(27)	26.1%(18)	21.7%(15)	11.6%(8)	1.4%(1)
Resignees	39.4%(24)	24.6%(15)	9.8%(6)	19.7%(12)	6.5%(4)

Of the resignees, 23.3% indicated they were unhappy with their initial branch assignments while only 3.4% of the active personnel displayed the same dissatisfaction. Among the dissatisfied resignees a full 100% said this unhappiness with their branch was an influence to resign.

Thirty-one percent of the resignees attempted to change branches while in the Army. Almost 10% of these requests for new branches were disapproved and the resignees were forced to continue to work in a branch which they found undesirable. Only 11.4% of the active group had attempted a branch transfer and 98.6% of these requests had been

approved. It should be noted, however, that a larger percentage of resignees than active men did actually change branches and that these men still were unhappy and left the Army. This may indicate that the resignee's displeasure with his branch was not as large a negative influence as he perceived it to be.

The vast majority of both groups indicated their primary Army duty title to be that of Commander in their respective branches. This was true of 85.2% of the active responses and 77.6% of the resignees. It was surprising to note that 87.2% of the active group and 85.0% of the resignees felt their duty classification was moderately to highly consistent with their personal occupational interest. This does not correspond with the large percentage of dissatisfied resignees portrayed in the response to the branch questions. The reason for this discrepancy is not readily apparent however, it can be surmised that the resignee's unhappiness was caused by factors which he did not necessarily consider to be a part of his job. For instance, an Infantry officer might truly enjoy his job as company commander but dislike the field duty found in the Infantry.

Both groups generally felt their day-to-day duties were moderately consistent with what they had expected (H4). However, the number of resignees responding that their

duties were not at all consistent with expectations was seven times the number from the active group. Additionally, more of the resignees also said the number of additional duties they were called upon to perform were excessive. Even among the resignees, however, the majority of the individuals did not feel this to be true. Nevertheless, 37.7% of the resignees did indicate that these additional duties influenced their resignation in some respect. Of the present officers, 77.2% said that additional duties were of no influence to their decision to stay in or leave the military.

The questions concerning Viet Nam (H7) showed that all of the active duty men had served at least one tour in the combat area while 22 (36.1%) of the resignees had never been to Viet Nam. This corresponds with the Franklin Institute Study (1968, p. 49) that found that more junior officers who had served in Viet Nam selected an Army career than those who had not. The average time spent in that country for the two groups was one year and four months for the active personnel and slightly over six months for the resignees. The active officers said 60% of their Viet Nam tours were involuntary while, surprisingly, only 42% of the resignees tours were of an involuntary nature. Almost one-quarter of the active men were wounded while in combat as compared with 15% of the resignees who served in Viet

Nam. Almost half of the resignees indicated they did not agree with the Government's policies concerning Viet Nam. Slightly over one-third of the active men felt similarly. Interestingly, more members of the active duty group than of the resignee group indicated that the national Viet Nam policies were an influence to leave the Army. Fifty-seven percent of the resignees and 46% of the active men responded that these policies were of no influence to their career decision. This point was somewhat clarified however by the responses of both groups to the question concerning the influence of future Viet Nam tours. Sixty-five percent of the resignees said this prospect had influenced them to resign. Fifty-four percent of the active men felt these possible future tours were an influence to leave the service.

The results of the questions concerning the utilization of education and skills (H3) is displayed in Table V. It is obvious from this table that the career men feel more properly utilized than their present civilian counterparts did while they were a part of the Army. Of the active respondents, 47.8% indicated that the utilization and forecast for future utilization of their education and skills was in fact an influence to stay in the Army. This large percentage can be contrasted with only 4.0% of the resignees who felt in a similar manner.

The response concerning the influence of past and future assignments is revealing (H4). Of the active officers, 79.8% indicated their assignments to date were an influence for them to remain in the Army. Additionally, 55.8% of the same men said their prospects for future assignments were an influence to continue their military careers. Among the resignees the assignments received while in the Army were an influence to stay for only 18.1% of the men and contrarily these assignments were an influence to resign for almost 61% of the same group. The forecast for future assignments for the resignees influenced 78.3% of the men to actually resign. Only 11.7% felt the outlook for future assignments was promising enough to influence them to remain in the Army.

Both groups responded that permanent duty tours should be lengthened with most men indicating that the time between changes in station should be 3 to 4 years. The average time for the longest period between actual permanent relocations for both groups was just over 28½ months. The influence, on both groups, of this frequent relocating was primarily to leave the service (58.5% actives, 57.4% resignees).

Question 46 queried the influence of frequent family separations on the career decisions of both groups

TABLE V
ACTUAL EDUCATION AND SKILLS UTILIZATION AND
THEIR INFLUENCE ON CAREER DECISIONS

	Properly Utilized In Assignments		Forecast For Future Proper Utilization		Influence on Decision To Leave the Army	
	Yes	No	Yes	No	None/ Slight	Moderate/ Strong
Active Duty	69.6%(48)	30.4%(21)	47.1%(33)	18.6%(13)	40.3%(27)	11.9%(8)
Resignees	42.6%(26)	57.4%(35)	37.7%(23)	39.4%(24)	54.1%(33)	41.0%(25)

Chi Square = 9.77
Significant at .005

Chi Square = 7.26
Significant at .025

Chi Square = 14.07
Significant at .0005

(H2). No one in either group responded that this facet of Army life was an influence to remain in the Army.

Surprisingly, 13% of the men in each group indicated that frequent family separation was no influence on their career decision. In the same token however, 47.8% of the resignees as compared to only 27.8% of the actives indicated this was a strong influence to leave the service.

Pay and Fringe Benefits

Table VI vividly portrays the feelings of both groups toward the amount of salary received as Army officers (H6). It should be noted that more resignees than active personnel felt their pay commensurate with their responsibilities and more than adequate. At the same time more resignees also felt their pay inadequate.

Almost one-third of both groups responded that the amount of Army pay they were receiving had no influence on their Army career decision. A large contrast can be noted in the percentage of men from each group indicating that the pay received was an influence to remain in the Army. Of the active personnel, 16.2% so indicated as opposed to only 1.7% of the resignees. Sixty-five percent of the resignees and 54.4% of the active officers said that the pay received was an influence to leave the Army.

Questions 28 and 30, found only on the resignee's questionnaire, were a further attempt to measure the

TABLE VI
FEELINGS TOWARD ARMY SALARY

	Pay Commensurate With Responsibility		Feelings Toward Adequacy Of Army Pay			
	Yes	No	Usually	Adequate	More Than	Marginally Inadequate
Active Duty	14.7%(10)	61.8%(42)	23.5%(16)	39.7%(27)	1.5%(1)	10.3%(7)
Resignees	21.6%(13)	61.7%(37)	16.7%(10)	38.4%(23)	5.0%(3)	20.0%(12)

Chi Square = 2.45
Significant at .15

Chi Square = 5.07
Significant at .10

TABLE VII
GENERAL EVALUATION OF SENIOR OFFICERS UNDER WHOM RESPONDENTS SERVED

	Superior and Excellent		Average		Below Average and Poor	
	Outstanding					Incompetent
Active Duty	16.2% (11)	60.3% (41)	19.1% (13)	4.4% (3)	0.0% (0)	
Resignees	6.5% (4)	23.0% (14)	41.0% (25)	24.6% (15)	4.9% (3)	

Chi Square = 31.36
Significant at .0005

importance of money to the resignee. The responses to these questions seem to indicate that money was not as an important factor as the previous answers might reflect. Of the men who responded, 61.6% said that no amount of salary increase could have kept them in the Army and accordingly 70% said no cash bonus, however large, could have influenced them to remain on active duty for five additional years. Nevertheless, these answers show that a 25% increase in salary or a cash bonus of over \$5,000 would have probably influenced approximately one-quarter of the resignees to remain a part of the Army.

The fringe benefit package, although deemed adequate by only 5% of the active men and 10% of the resignees, seems to be an influence to stay in the Army. This was indicated by 60.3% of the present officers and 32.8% of the resignees. Almost twice as many resignees (50.8%) as career men (26.5%) noted that the fringe benefits had no influence to their Army career decision. Only 13.2% of the active duty personnel and 16.4% of the resignees said the fringe benefit package was an influence on them to leave the Army. The two benefits found most inadequate by both groups were housing and dental care.

The question pertaining to the influence of the Army's opportunity for earlier retirement found that 79.4%

of the career men and 41.1% of the resignees were influenced to stay in the Army as a result of the early retirement benefit. At the same time more of the resignees (55.7%) than the active men (19.1%) indicated this factor had no influence on their career decision.

Senior Officers

The general evaluation each group gave the Army senior officers under whom they had served is quite revealing (H1). Table VII gives these evaluations. Obviously the resignees have a much lower opinion of their former bosses than do the active duty men. It should be noted that over 55% of both groups commented that they felt this question difficult to answer. Most indicated they had served with senior officers in each of the evaluation categories and that their answers were based on an "averaging" of the evaluations of all their senior officers. Such an averaging technique is certainly difficult and could be somewhat biased when one considers the measuring of human performance cannot be easily quantified. Nevertheless, the response between the two groups is so divergent it is felt that the ratings will be useful in analyzing the hypothesis dealing with senior officers.

The influence of the senior officers on the career decisions of both groups is given in Table VIII.

TABLE VIII

INFLUENCE OF SENIOR OFFICERS' CONDUCT ON THE
OFFICER'S CAREER DECISION TO LEAVE THE ARMY

	None	Strong	Moderate	Slight
Active Duty	11.7% (8)	2.9% (2)	11.7% (8)	19.2% (13)
Resignees	13.1% (8)	42.6% (26)	23.0% (14)	13.1% (8)

Chi Square = 47.04
Significant at .0005

Not shown in Table VIII is the fact that 54.5% of the active group responded that the conduct of senior officers had influenced them to remain a part of the Army. (This was considered in computing the Chi Square figure). In contrast only 8.2% of the resignees felt the same way. Thus, it is apparent that 78.7% of the resignees were influenced, to some degree, to resign from the service because of the conduct of their senior officers. Surprisingly, slightly over one-third of the career military men are also similarly influenced.

These adverse feelings toward senior officers can be further noted in the response to the questions concerning career counseling. These answers would seem to indicate senior officers are not doing their job in this area as 69.5% of the actives and 60.5% of the resignees said they had received three or less career counseling sessions

during their entire Army careers. The fact that the resignees had more counseling in a shorter Army career can probably be attributed to counseling sessions brought about by the resignees actually indicating that they wished to resign from the Army. Such paperwork initiated by a junior usually motivates a senior officer to attempt to counsel the young officer on his career intentions. Interestingly, of the resignees who rated their senior officers below average, poor or incompetent none had received more than eight counseling sessions during their careers.

Fifty percent of active men and 75.5% of the resignees who had been counseled said it had been of no influence to their career decisions. Of the career personnel, 44.3% indicated that their career counseling session had influenced them to stay in the Army. Only 16.4% of the resignees so indicated.

Intrinsic Motivators

Slightly over 40% of both groups feel the Army's officer efficiency report system is fair. However, approximately 50% of both groups said that the system was of no influence on their decision to stay in or leave the Army. A fairly large percentage of the active duty men (21.4%) felt that the system was, in fact, an influence to remain in the service. Only 8.3% of the resignees felt

similarly. Almost 42% of the resignees group and 32% of the actives said the system was an influence on them to leave the military.

There was less agreement on the relative fairness of the officer's promotion system. Of the present officers 63.8% compared to only 48.4% of the resignees responded that this system was fair. Of the individuals who considered the system unfair, 80% among the active duty men and 74% among the resignees, said this unfairness was an influence to resign. It is difficult to completely analyze the responses in regard to the efficiency report and promotion systems in that the respondents records were not available for review by this author. It is possible that the respondents who considered the systems unfair did so because of the bad reports they themselves had received.

The most important question in this area asked the respondents to indicate the degree to which certain "motivators" exist within the Army and their influence on the career decision. The results of this question are portrayed in Tables IX A, B, C, and D.

Tables IX A and B indicate a general agreement between the two groups as to the perceived existence, within the Army of the "motivators" creativity, achievement, authority and responsibility. A difference can be noted

TABLE IX

THE DEGREE TO WHICH RESPONDENTS FEEL
INTRINSIC MOTIVATORS EXIST IN THE ARMY
AND THEIR INFLUENCE ON THE CAREER DECISION

	Opportunity To Be Creative		Feeling of Achievement	
	Active	Resigned	Active	Resigned
Do exist	17.1% (12)	8.3% (5)	45.7% (32)	20.0% (12)
Do not exist	42.9% (30)	21.6% (13)	44.3% (31)	38.4% (23)
Do not exist	35.7% (25)	61.8% (37)	10.0% (7)	40.0% (24)
Do not exist	4.3% (3)	8.3% (5)	0.0% (0)	1.6% (1)
Chi Square = 11.73 Significant at .005				
Influence	29.0% (20)	15.8% (9)	8.5% (6)	12.0% (7)
Influence to leave	24.7% (17)	73.7% (42)	7.5% (5)	55.2% (32)
Influence to stay	46.4% (32)	10.5% (6)	84.0% (58)	32.8% (19)
Chi Square = 31.70 Significant at .0005				
Chi Square = 29.78 Significant at .0005				
Chi Square = 40.52 Significant at .0005				

TABLE IX, continued

THE DEGREE TO WHICH RESPONDENTS FEEL
INTRINSIC MOTIVATORS EXIST IN THE ARMY
AND THEIR INFLUENCE ON THE CAREER DECISION

	Delegation Of Authority		Granting of Responsibility	
	Active	Resigned	Active	Resigned
Exist To A -				
High degree	19.1% (13)	31.7% (19)	42.6% (29)	36.7% (22)
Moderate degree	54.2% (36)	33.3% (20)	39.7% (27)	38.3% (22)
Slight degree	26.2% (18)	30.0% (18)	16.2% (11)	25.0% (15)
Does not exist	1.6% (1)	5.0% (3)	1.5% (1)	0.0% (0)

Chi Square = 7.11
Significant at .05

Chi Square = 2.51
Significant at .20

No influence	26.8% (18)	29.3% (17)	16.4% (11)	25.8% (15)
Influence to leave	16.5% (11)	46.5% (27)	10.5% (7)	36.3% (21)
Influence to stay	56.7% (38)	24.2% (14)	73.7% (49)	37.9% (22)

Chi Square = 17.29
Significant at .0005

Chi Square = 14.21
Significant at .0005

TABLE IX, continued

THE DEGREE TO WHICH RESPONDENTS FEEL
INTRINSIC MOTIVATORS EXIST IN THE ARMY
AND THEIR INFLUENCE ON THE CAREER DECISION

	Recognition		Private Life	
	Active	Resigned	Active	Resigned
Exist To A -				
High degree	26.1% (18)	10.0% (6)	12.9% (9)	5.0% (3)
Moderate degree	49.3% (34)	56.7% (34)	38.5% (27)	20.0% (12)
Slight degree	23.2% (16)	33.3% (20)	40.0% (28)	43.3% (26)
Does not exist	1.4% (1)	0.0% (0)	8.6% (6)	31.7% (19)

Chi Square = 7.08
Significant at .05

Chi Square = 14.96
Significant at .0005

No influence	16.4% (11)	43.1% (25)	31.9% (22)	22.4% (13)
Influence to leave	16.4% (11)	37.9% (21)	42.0% (29)	72.4% (42)
Influence to stay	67.2% (45)	19.0% (11)	26.1% (18)	5.2% (3)

Chi Square = 28.60
Significant at .0005

Chi Square = 14.63
Significant at .0005

TABLE IX, continued

THE DEGREE TO WHICH RESPONDENTS FEEL
INTRINSIC MOTIVATORS EXIST IN THE ARMY
AND THEIR INFLUENCE ON THE CAREER DECISION

	Status, Prestige in Military		Status, Prestige in Civilian Community	
	Active	Resigned	Active	Resigned
Exist To A				
High degree	14.3% (10)	23.4% (14)	1.4% (1)	4.9% (3)
Moderate degree	45.7% (32)	35.0% (21)	14.3% (10)	14.8% (9)
Slight degree	28.6% (20)	28.3% (17)	48.6% (34)	45.9% (28)
Does not exist	11.4% (8)	13.3% (8)	35.7% (25)	34.4% (21)

Chi Square = 2.46
Significant at .25

Chi Square = 1.289
Significant at .35

No influence	40.6% (28)	44.9% (26)	46.4% (32)	35.6% (21)
Influence to leave	11.6% (8)	29.2% (17)	31.8% (22)	55.8% (33)
Influence to stay	47.8% (33)	25.9% (15)	21.8% (15)	8.6% (5)

Chi Square = 9.15
Significant at .01

Chi Square = 8.65
Significant at .01

in the degree to which the two groups feel these items exist. The active men feel they exist to a higher degree than do the resignees. A surprising difference can be noted however in the relative influence of the factors on the groups. The active men are overall influenced to stay in the Army by the perceived existence of these "motivators". On the other hand, this influence is not as easily translated among the resignees group where fewer men are influenced to stay and more to resign by the existence of the "motivators". It can be noted that where there is a large influence to leave among the resignees there is a large number of this group that feels the factor exists only to a slight degree. Similarly the percentage of career men who are influenced to stay rises as more feel the "motivator" exists to a high degree.

The agreement between the two groups is not as clearcut in Tables IX C and D. Both agree that recognition for a job well done exists but while the active men are influenced to stay in the Army the larger number of the resignees say the existence of recognition was of no influence on their resignation. There is a general disagreement between the groups as to whether or not the opportunity for a private life exists within the service. Perceiving that this exists only slightly or not at all

influenced resignations from almost three-quarters of the resignees. The existence of status and prestige in the military community is generally thought to exist by both groups; however, this factor seems to have no influence on the resignees while the actives are split between it having no influence and influencing them to stay. Status and prestige of the military man in the civilian community was thought not to exist by most respondents. This factor seems to have little influence, however, on the decisions of either groups.

Others Influence

An overwhelming number of the respondents indicated that their decision to leave or stay in the Army was totally their own decision (51.4% actives, 66.1% resignees). Many officers (31.4% active, 24.1% resignees) responded that their wives influenced their career decision more than any other individual. In a follow-up question asking specifically for the amount of influence of the subject's wife on the career decision it was found that 27.1% of the current Army wives were influencing their husbands toward resigning. On the other hand, 50.8% of the resignees said their wife's attitude had in fact influenced them to leave the Army. Thus it would seem that both groups are influenced by their wives with the active wives being more willing to accept family hardships associated with an Army career.

Resignee's Questions

In these questions, found only on the resignee's questionnaire, 77% said that they had not been accepted for a civilian position prior to submitting their resignations. Likewise there seemed to be very little regret among the resignees as only 16.4% indicated they had at times seriously wished they had not resigned.

The final two questions gave the resignee the opportunity to express exactly what factor had the most bearing on his resignation and what could have been done to keep him on active duty. The response to these questions was excellent with only one man failing to answer the first question and three men passing on the second. Some men wrote several pages of explanations and others sent copies of their actual letter of resignation.

There were many different "single incidents" cited as having the largest bearing on each individual's decision to resign. Only 4 of the 61 respondents indicated there was really no single incident that influenced their resignation. By far the most often mentioned factor was the fear of family separations as 21.3% of the men mentioned this item.

Almost 10% of the resignees said the Viet Nam War had been the largest influence on their decision. Among these men only one was actually against the United States

presence in Viet Nam. One-half were discouraged with the war because of what they termed general indifference among the Congress and the American public.

Equal to the officer's displeasure with Viet Nam was his disappointment with senior officers. Ten percent responded that poor senior officers had been the greatest influence in their career decision.

Other answers which were mentioned more than once were having poor efficiency report (4 times), a desire for more freedom and initiative (4 times), and finally being turned down for graduate school by their branches when they desired to attend (2 times). All other responses were on a one-time basis and generally personal to the individuals. Typical answers ranged from "wanted to be a Golf Pro" to "assigned by Army to San Francisco and just couldn't leave".

In response to "what could have been done to keep you on active duty" over 35% of the former officers said "nothing". Surprisingly, these answers did not seem to correspond with the "single incidents" listed as having the most important bearing on their resignation. Only two men mentioned fewer family separations and only one man indicated that better senior officers would have kept him in the Army. Five individuals said a promise of either graduate or law school would have influenced them to stay

while seven men said more money could have kept them on active duty. Five former officers felt that a more "personal" branch personnel section, which catered to the officer's individual preference, would have influenced them to make the Army their career. Six resignees mentioned Viet Nam in reference to keeping them on active duty. Two wanted the Government to strive for total victory or withdraw immediately; two others desired the Government to declare war in Southeast Asia, and the last two men said they would have remained in the Army if the United States had withdrawn from Viet Nam prior to their resignations. Again all other answers to this question were mentioned only once and tended to be personal to the individuals concerned.

CHAPTER 5

VALIDATION STUDY'S RESPONSE

The responses rate for the validation study was 79.6%. Slightly over 73% of the respondents added supplementary remarks to their answers.

As in the primary study, 162 questionnaires were mailed. These questionnaires were sent to members of the West Point Classes of 1963, 1964 and 1965. They were equally divided among active duty personnel and individuals who had left the Army. No questionnaires were returned for improper addresses and it is assumed that all personnel concerned received their questionnaires. Slightly over 79% of the active duty men returned their questionnaires and 80.2% of the resignees responded. Three of the men receiving questionnaires intended for active duty personnel had recently resigned from the Army. These men did respond to the questions and where possible their answers are included with the resignee group.

Questionnaire Response

This chapter is included to review the answers of the 129 respondents from the Classes of 1963-65 and to compare their answers with those received, in the primary study, from the Class of 1962 in an effort to validate the

response of that study. Once again it is necessary to point out that included percentages may not total 100% due to some men not answering particular questions or giving more than one answer to a question. The sample size (n) for the resignees varies from 63 to 68 while the active duty sample ranges from 58 to 61. For detailed answers and the exact sample size for each question refer to Appendices D and E.

Socioeconomical

The respondents for the validation study are somewhat younger than the men in the primary study understandably reflecting their later West Point graduation date. The average resignee, at the time of his separation from the Army, was slightly over 27 years old, a married Captain with two dependents. The active duty respondent is presently just over 28½ years old, a Captain, married with 2½ dependents.

Table X reflects the type of communities in which the respondents were raised. Here a contrast with the primary group can be noted. The 1962 responses showed the active duty men as being from the rural or smaller type of community. Table X indicates just the opposite for the validation group.

TABLE X
COMMUNITY ORIGINS FOR
VALIDATION STUDY RESPONDENTS

	Big City	Small City	Small Town	Rural
Active Duty	35.1% (22)	21.3% (13)	27.9% (17)	14.7% (9)
Resignees	26.5% (18)	35.4% (24)	28.0% (19)	11.8% (8)

Chi Square = 3.38
Significant at .25

The regions of origin of both groups generally agreed with the primary study. The larger percentage of both groups hail primarily from the Middle or South Atlantic States or the Great Lakes States. Again, more men from the active duty group (16.4%) than from the resignees (7.4%) indicated they were from Army families.

The validation groups answers concerning initial motivations and career intentions agree quite closely with the primary study. Among both the active and the resignee groups the answer most often given as to why they had become Army officers were identical with the primary study. First, they indicated a desire "to receive responsibility and challenge" (33.3% active, ~~52.9% resignees~~) and second, "West Point would help me get through college" (33.7% active, 42.7% resignees).

Among the active duty men, 32.8% initially intended to make the Army their career and surprisingly, 45.6% of the resignees felt the same way. The percentage of those "definitely" planning an Army career on the day they were commissioned were 18.0% in the active duty group and 10.3% among the resignees. This is only slightly lower than in the primary study. Six men in both groups said they planned to resign from their first day of commissioned service. Obviously the six men from the active group later changed their minds.

In attempting to establish a time frame for the career decision it was found that the largest percentage (35.4%) of resignees did not decide to resign until their last year of service. Only 10.7% of these men had decided to resign by the end of their first year of active duty. Both of these figures correspond quite closely with the primary study.

Assignments and Duties

Table XI reflects the initial branches of the validation group. There are no huge discrepancies in the initial branches of the respondents in both studies.

Similar to the primary study, almost 23% of the resignees and 11% of the active duty men indicated unhappiness with their initial branch assignments. All

of these individuals with the exception of one man said their unhappiness was an influence to resign their commission.

TABLE XI
INITIAL BRANCH ASSIGNMENTS
VALIDATION STUDY

	Artillery	Infantry	Engineers	Armor	Signal Corps
Active Duty	39.2%(27)	26.1%(18)	21.7%(15)	11.6%(8)	1.4%(1)
Resignees	39.4%(24)	24.6%(15)	9.8%(6)	19.7%(12)	6.5%(4)

Agreeing very closely with the Class of 1962, over 30% of the resignee group attempted to change branches while in the Army. Over 15% of these requests for branch transfers were disapproved. Only 13% of the active officers tried to change branches and 98.5% of their requests were approved.

Most of both groups responded that their primary duty title in their respective branches was that of Commander (88.6% active, 84% resignees). Responses indicated that 85.3% and 70.7% of the active duty and resignees groups, respectively, felt that their duty classification was moderately to highly consistent with their personal occupational interest. This corresponds very closely with the primary study.

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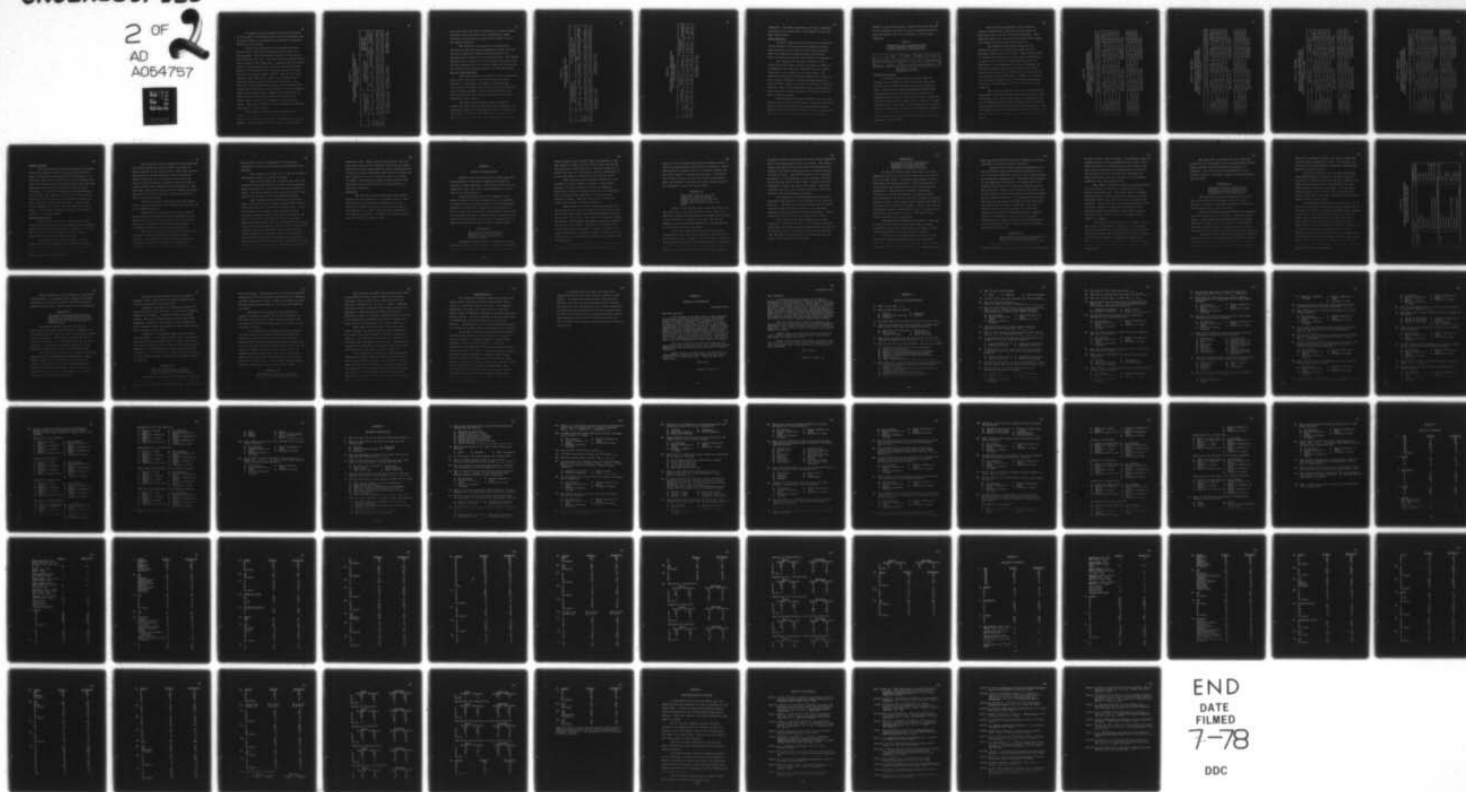
AN ANALYSIS OF THE EXTRINSIC AND INTRINSIC FACTORS AFFECTING TH--ETC(U)

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In regard to the consistency of day-to-day duties and the number of additional duties the men were called upon to perform there is no appreciable difference in responses between the two studies.

The average time spent in Viet Nam was $1\frac{1}{2}$ years for the active duty men and slightly over one year for the resignees. As in the primary study all of the active men had been to Viet Nam. Just 12% (8) of the resignees had never served in that combat area. Agreeing with the primary study a larger percentage of the active duty group's Viet Nam tours (73.8%) were of an involuntary nature than were those of the resignee sample (66.2%). More of both groups responded that they did not agree with the Government's Viet Nam policies (52.5% actives, 60% resignees). The influence of the Government's policy on the individual to resign from the Army was almost identical with the influence found in the primary study. Concerning the influence of future Viet Nam tours the validation study did find a larger number of resignees influenced to leave by this factor. The number of active men so influenced corresponded very closely in both studies.

The responses relating to the utilization of education and skills can be found in Table XII. A comparison of Table XII with Table V indicates very similar results. In the validation study, however, the resignees

TABLE XII
 ACTUAL EDUCATION AND SKILLS UTILIZATION AND
 THEIR INFLUENCE ON CAREER DECISIONS
 VALIDATION STUDY

	Properly Utilized In Assignments		Forecast For Future Proper Utilization		Influence On Decision To Leave the Army	
	Yes	No	Yes	No	None/ Slight	Moderate/ Strong
Active Duty	67.3%(41)	32.7%(20)	47.5%(29)	24.6%(15)	77.0%(47)	23.0%(14)
Resignees	38.2%(26)	61.8%(42)	21.5%(14)	57.0%(37)	36.9%(24)	63.1%(41)

Chi Square = 10.78
 Significant at .005

Chi Square = 14.79
 Significant at .0005

Chi Square = 20.51
 Significant at .0005

were less optimistic about the forecast for future proper utilization and this factor was a considerably larger influence on this group to leave the Army than it was in the primary research.

The response to the questions concerning the influence of past and future assignments, length of tours, and family separation compared very closely with the primary study's response to the same questions. The 1963-65 resignee group indicated that the frequent relocations they had been subjected to were a greater influence to leave the Army than did the corresponding men from the 1962 sample.

Pay and Fringe Benefits

Table XIII indicates the feelings of the validation group toward the amount of pay they received as Army officers. A comparison with Table VI indicates that these feelings correspond quite closely with the responses from the Class of 1962. Likewise the influence of the amount of pay received on the career decision is almost identical in both studies.

The fringe benefit package was again deemed adequate by only a few men from each group, however, as in the primary research, it nevertheless was an influence on both groups to remain a part of the Army. Once again housing and dental care were the two benefits found most

TABLE XIII
FEELINGS TOWARD ARMY SALARY
VALIDATION STUDY

	Pay Commensurate With Responsibility		Feelings Toward Adequacy Of Army Pay			
	Yes	No	Usually	Adequate	More Than	Marginally Inadequate.
Active Duty	14.8% (9)	60.6% (37)	24.6% (15)	39.3% (24)	9.8% (6)	23.0% (14)
Resignees	14.9% (10)	64.2% (43)	20.9% (14)	33.8% (23)	8.8% (6)	23.6% (16)

Chi Square = .262
Significant at .45

Chi Square = .877
Significant at .45

TABLE XIV
GENERAL EVALUATION OF SENIOR OFFICERS
UNDER WHOM RESPONDENTS SERVED
VALIDATION STUDY

	Outstanding	Superior and Excellent	Average	Below Average and Poor	Incompetent
Active Duty	21.3% (13)	44.3% (27)	27.9% (17)	6.5% (4)	0% (0)
Resignees	7.4% (5)	23.6% (16)	33.8% (23)	29.4% (20)	5.8% (4)

Chi Square = 20.12
Significant at .0005

inadequate. The Army's opportunity for early retirement continued to be an influence on both groups to continue their Army careers.

Senior Officers

No real differences can be noted in the opinions of the officers in the primary and validation studies concerning their evaluations of their senior officers. Table XIV portrays the 1963-65 group's evaluations. Table XIV should be compared with Table VII in Chapter 4.

The influence of the senior officer on the validation group's career decision is shown in Table XV. A comparison with Table VIII indicates only one slight difference in the response of the two studies. The validation study's active group responded that they were more strongly influenced to leave the Army because of senior officer conduct than were the 1962 active officers. Likewise, fewer of the validation group's active members were influenced to remain a part of the Army because of senior officer conduct.

This research once again indicated that the senior officers were not doing their jobs in the career counseling area as 57.4% of the active duty men and 66.5% of the resignees indicated they had received three or less career counseling sessions during their entire Army careers.

Similar to the primary study, 52.5% of the actives and 72% of the resignees said that the career counseling sessions they had received were of no influence on their career decisions.

TABLE XV

INFLUENCE OF SENIOR OFFICERS' CONDUCT
ON THE OFFICER'S CAREER DECISION
TO LEAVE THE ARMY - VALIDATION STUDY

	None	Strong	Moderate	Slight
Active Duty	19.7% (12)	14.7% (9)	4.9% (3)	16.4% (10)
Resignees	14.7% (10)	44.1% (30)	22.1% (15)	13.2% (9)

Chi Square = 16.65
Significant at .0005

Intrinsic Motivators

In the validation research more men from the resignee group (39.4%) than from the active duty group (31.7%) felt the Officer's Efficiency Report System is fair. Just as in the primary study almost 50% of both groups indicated that the system was no influence on their decision to remain in or leave the Army. Eight men from both groups said the system was an influence to remain on active duty. This figure can be compared with the main study in which 15 active duty men and 5 resignees responded similarly. The number of men indicating that the system was an influence on them to leave the military was almost identical in both studies.

The active duty personnel in the validation research responded that they felt the Army promotion system less fair than did the 1962 active group. Other responses relating to the relative fairness of the system corresponded closely between the two studies.

The response of the 1963-65 group, to the questions relating to intrinsic job motivators are portrayed Tables XVI A, B, C, and D. These tables should be compared with Tables IX A, B, C, and D, respectively. In regard to the first two tables there are only two differences in the responses from the two studies. The validation resignee group indicated that they did not perceive the existence of "creativity" as greatly as did the resignees from the 1962 class. However, in contrast, the validation resignees felt the motivator "authority" existed to a higher degree than did the primary group's resignees.

Four primary differences can be noted between the two studies when the final two tables are compared. These differences are in the resignee group. Considerably more of the 1963-65 people felt that "recognition" and "status and prestige in the civilian community" did not exist. Not surprisingly, more of the resignees from this group indicate the absence of these factors as an influence to leave the Army.

TABLE XVI

THE DEGREE TO WHICH RESPONDENTS FEEL
INTRINSIC MOTIVATORS EXIST IN THE ARMY
AND THEIR INFLUENCE ON THE CAREER DECISION
VALIDATION STUDY

	Opportunity To Be Creative		Feeling of Achievement	
	Active	Resigned	Active	Resigned
Exist To A -				
High degree	22.9% (14)	3.0% (2)	43.3% (26)	25.3% (17)
Moderate degree	37.7% (23)	14.8% (10)	41.7% (25)	25.3% (17)
Slight degree	36.1% (22)	58.4% (39)	15.0% (9)	46.4% (31)
Does not exist	3.3% (2)	23.8% (16)	0.0% (0)	3.0% (2)

Chi Square = 28.01
Significant at .0005

Chi Square = 17.08
Significant at .0005

No influence	25.4% (15)	21.1% (14)	6.9% (4)	15.0% (10)
Influence to leave	21.1% (13)	72.8% (48)	15.6% (9)	49.2% (23)
Influence to stay	52.5% (31)	6.1% (4)	77.5% (45)	35.8% (24)

Chi Square = 40.761
Significant at .0005

Chi Square = 15.08
Significant at .0005

TABLE XVI, continued

THE DEGREE TO WHICH RESPONDENTS FEEL
INTRINSIC MOTIVATORS EXIST IN THE ARMY
AND THEIR INFLUENCE ON THE CAREER DECISION
VALIDATION STUDY

	Delegation of Authority		Granting of Responsibility	
	Active	Resigned	Active	Resigned
Exist To A -				
High degree	18.0% (11)	17.9% (12)	47.5% (29)	35.8% (24)
Moderate degree	54.2% (33)	38.8% (26)	36.1% (22)	41.8% (28)
Slight degree	26.2% (16)	38.8% (26)	16.4% (10)	17.9% (12)
Does not exist	1.6% (1)	4.5% (3)	0.0% (0)	4.5% (3)

Chi Square = 3.97
Significant at .15

Chi Square = 3.832
Significant at .15

No influence	20.4% (12)	23.8% (16)	13.6% (8)	25.3% (17)
Influence to leave	27.1% (16)	47.9% (32)	20.3% (12)	29.9% (20)
Influence to stay	52.5% (31)	28.3% (19)	66.1% (39)	44.8% (30)

Chi Square = 8.317
Significant at .01.

Chi Square = 5.94
Significant at .05

TABLE XVI, continued

THE DEGREE TO WHICH RESPONDENTS FEEL
INTRINSIC MOTIVATORS EXIST IN THE ARMY
AND THEIR INFLUENCE ON THE CAREER DECISION
VALIDATION STUDY

	Recognition		Private Life	
	Active	Resigned	Active	Resigned
Exist To A -				
High degree	28.3% (17)	11.9% (8)	5.0% (3)	1.5% (1)
Moderate degree	45.0% (27)	44.8% (30)	43.2% (26)	19.4% (13)
Slight degree	26.7% (16)	34.4% (23)	46.8% (28)	50.7% (34)
Does not exist	0.0% (0)	8.9% (6)	5.0% (3)	28.4% (19)

Chi Square = 10.18
Significant at .01

Chi Square = 17.25
Significant at .0005

No influence	17.3% (10)	23.9% (16)	25.9% (15)	13.4% (9)
Influence to leave	18.9% (11)	47.7% (32)	51.7% (30)	82.1% (55)
Influence to stay	63.8% (37)	28.4% (19)	22.4% (13)	4.5% (3)

Chi Square = 19.68
Significant at .0005

Chi Square = 14.61
Significant at .0005

TABLE XVI, continued

THE DEGREE TO WHICH RESPONDENTS FEEL
INTRINSIC MOTIVATORS EXIST IN THE ARMY
AND THEIR INFLUENCE ON THE CAREER DECISION
VALIDATION STUDY

	Status, Prestige in Military		Status, Prestige in Civilian Community	
	Active	Resigned	Active	Resigned
Exist To A -				
High degree	18.3% (11)	15.2% (10)	1.6% (1)	1.5% (1)
Moderate degree	33.3% (20)	34.8% (23)	13.1% (8)	10.6% (7)
Slight degree	35.0% (21)	34.8% (23)	44.3% (27)	25.8% (17)
Does not exist	13.4% (8)	15.2% (10)	41.1% (25)	47.0% (31)

Chi Square = .30
Significant at .49

Chi Square = 3.59
Significant at .25

No influence	34.5% (20)	40.9% (27)	46.6% (27)	27.3% (18)
Influence to leave	19.0% (11)	28.7% (19)	43.1% (25)	65.1% (43)
Influence to stay	46.5% (27)	30.4% (20)	10.3% (6)	7.6% (5)

Chi Square = 3.68
Significant at .10

Chi Square = 6.241
Significant at .025

Others Influence

As in the primary study most respondents indicated that their decision to leave or remain in the Army was their own decision (43.4% actives, 62.2% resignees). The validation study showed slightly more of the resignees and less of the active duty men responding that their wives had influenced their career decision more than any other individual. In the related question asking specifically for the amount of influence of the wife it was found that 24.6% of the active personnel wives were an influence on their husbands to resign from the Army. Likewise, 50% of the resignees said their wives had influenced them to resign. Both figures correspond closely to the related numbers in the primary study.

Resignee's Questions

Little different from the primary study, 86% of the 1963-65 resignees had not been accepted for a civilian position prior to submitting their resignations. Likewise only 9.5% of these men indicated that they had ever regretted their resignation from the Army.

The response to the open-end question in the validation study was excellent with only one man failing to answer each of the two questions. As in the primary study many men spent considerable time and energy in answering these particular queries.

The validations group's answers to these questions were fairly consistent with the answers they gave to earlier queries in the questionnaire. There were, however, many different "single incidents" noted as having the largest bearing on each individual to leave the Army. Only 3 of the 68 resignees indicated there was really no single incident that influenced their resignations. The most often cited factor was poor senior officers as almost one-quarter of the men mentioned this item (compared to 10% in the primary study).

The fear of family separations, the most popular answer in the primary study, was mentioned by just over 12% of the 1963-65 resignees.

Surprisingly, 8 individuals from the validation group mentioned poor branch personnel management as the single incident that most influenced their resignations. This was not mentioned by any of the primary group respondents in answer to this particular question.

Viet Nam was again mentioned by almost 10% of the resignees as having the largest influence on their decision. None of these men were actually against the United States presence in Viet Nam but rather were displeased with the handling of the war by the Government.

One man also voiced a disapproval of the military's operations in Viet Nam terming them as "inefficient and wasteful".

Four resignees left the Army in order to attempt a professional career as a doctor or lawyer.

Other answers which were mentioned more than once were lack of job satisfaction (3 times), a poor promotion system (3 times) and a poor efficiency report system (2 times). All other responses were mentioned only once and tended to be personal to the individuals concerned.

Again, agreeing quite closely with the primary study, 37% of the former officers responded that "nothing" could have been done to keep them on active duty. Seven men indicated that a better, more "personal" branch personnel management section might have kept them in the Army. Six men said that money in the form of a bonus and/or additional salary would have influenced them to stay with their military careers. Six other men mentioned that a better promotion system based more on ability than on seniority would have influenced their career decisions. An additional six resignees indicated that an assignment system which allowed the officer more preference would have kept them on active duty. Seven individuals said a promise of graduate or medical school would have positively

influenced them. Other answers mentioned more than one time were, eliminate the "deadwood" from among the senior officers (4 times), make authority equal to responsibility (2 times), a better efficiency report system (2 times) and the initiation of a win or withdraw policy in Viet Nam (2 times). The remaining answers to this question were mentioned only once and again were deemed personal to individual resignees.

Conclusion

The validation study's responses compare quite closely with the responses in the primary study. A few differences, as noted above, do exist but none are important or large enough to cast a shadow of doubt on the responses to be used in the attempted validation of the research hypotheses. Therefore, the primary study's responses will be considered valid.

CHAPTER 6

SUMMARY AND CONCLUSIONS

Chapter 6 will study each of the eight hypotheses and summarize the data used to measure and judge the validity of these hypotheses. This brief summary will be concluded in each case with a final judgement as to the validity of the hypothesis.

Since the sample used in this research is not random in nature it is acknowledged that it is impossible to actually prove or fully validate any of the hypotheses presented in this study. Therefore it is necessary to point out that word or phrases in this chapter which allude to validating, proving, or substantiating a hypothesis are meant to be descriptive only and do not correspond to the scientific meanings sometimes attached to such words.

Hypothesis 1

The greater the young officer's disappointment with his senior officers the more likely he is to leave the Army.

Resignees generally tended to evaluate the senior officers, under whom they served, very lowly. Forty-three of the resignees (70.5%) rated their senior officers as

either average, below average, poor or incompetent. When this figure is compared to the 16 active duty men (23.5%) who rated their senior officers in the same categories it can be seen that the junior-senior officer relationship is a vital component of satisfaction with an Army career.

When respondents were actually queried as to the influence of senior officers' conduct on their career decision the first hypothesis was further supported. Forty-eight resignees indicated that they were moderately (14) to strongly (26) influenced to leave by senior officers' conduct. Thus the importance of the junior senior relationship is further emphasized.

Both groups of men were inadequately counseled by senior officers as only six resignees and eight active men had received over eight career counseling sessions during their entire Army career. This lack of communication could account for the obviously poor opinions the junior officer has of the senior officer. Twenty-three (32.8%) of the active officers were influenced to stay in the Army as a result of the career counseling sessions they had received. On the other hand, only eight (13.1%) of the resignees were so influenced.

Overall this research would seem to overwhelmingly support hypothesis one. Senior officers, for the most

part, are not communicating with junior officers and as a result the senior-junior relationship is very poor. Where this problem is greatest there is a definite tendency for the junior officer to resign from the Army. In contrast, those junior officers who have had positive experiences with, and favorable impressions of, their senior officers are influenced to make the Army a career.

Hypothesis 2

The greater the fear of or the larger the number of actual extended separations of the young officer from his family the greater the influence to leave the Army.

Eleven of the resignees and thirty-four active men had served two or more unaccompanied tours. This large difference between the two groups can probably be attributed to the difference in lengths of careers. The men who stayed in the Army have been subjected to the possibility of a Viet Nam tour every two years.

Six of the eight resignees serving two or more unaccompanied tours said their assignments received while in the Army were an influence to leave the Army. Only nine of the active personnel in this category were so influenced. This would seem to substantiate the FURL study related in Chapter 2 as the career officer seems willing to accept

the family hardships associated with their chosen profession while the resignee group is not so inclined. This fact is vividly portrayed by the almost 50% of the resignees who indicated that family separations were a strong influence to leave the Army. Only 27% of the active men responded similarly. It is interesting to note, however, that the same percentage (87%) of both groups indicated they were influenced to leave the Army by this factor. While the resignees said they were strongly influenced, the active personnel were only slightly influenced.

The importance of family separations was further stressed by the response of the resignees to the open-end questions. The factor most often mentioned as the single incident having the largest bearing on the resignee's decision to leave the Army was family separations. Almost one-quarter of the resignees singled out this factor.

As a result of the above responses the second hypothesis is accepted as valid. It is obvious that both groups fear and dislike family separations and that this is an important negative influence on their career decision. The individual who cannot accept this hardship as a part of his career resigns from the Army.

Hypothesis 3

If the young officer perceives his background and skills are being improperly utilized this will influence him to leave the Army.

As the young officer first perceives he is being improperly utilized it would seem natural for him to look for a new type of job. In the Army this process is best facilitated by changing branches. Almost one-quarter of the resignees were displeased with their initial branch assignments. Only three of the career military men experienced a similar displeasure. Thirty-one percent of the resignees and 11% of active men attempted to actually change branches. These requests were approved for 98.6% of the actives and 90% of the resignees. Thus at least 10% of the unhappy resignee group were not allowed to change their branch when they desired to do so. This would tend to further increase their unhappiness.

Both groups were seemingly interested in their job as only nine men from each group felt their military occupational speciality (MOS) was not consistent or only slightly consistent with their personal interest.

Twice as many resignees (42) as active men (21) felt their education and skills were being improperly utilized. Similarly, 40% of the resignees said, had they stayed in the Army, they felt that future assignments would

have also improperly utilized their education and skills. Only 19% of the active men felt similarly.

Although the evidence supporting Hypothesis 3 is not as strong as that substantiating Hypotheses 1 and 2 it is felt that sufficient evidence exists to also warrant the validation of Hypothesis 3. The present day emphasis on the importance of education has brought with it an increased concern with the proper and effective use of that education. Whether one's background and skills are being properly utilized depends on the perception thereof by the effected individual. The responses of this study show that the man leaving the Army generally believes he was improperly utilized or misassigned. The career military man feels to the contrary as he generally perceives his skills and background as being properly utilized. Additionally, if he perceives improper utilization he is able to excuse it and look forward to his next assignment where he optimistically forecasts a more proper utilization.

Hypothesis 4

The greater the officer's dissatisfaction with his required daily duties the greater the influence to leave the Army.

The young officer just entering the Army has certain expectations for the type of duties and assignments

he will be called upon to perform. This research found the resignee group to be more disappointed with their duties than the active men. Overall both groups, however, felt their duties consistent with expectations as only 17 of the resignees and 8 of the career men responded that their daily duties were not consistent or only slightly consistent with their expectations.

The number of additional duties an officer performs are time consuming and makes it difficult for him to perform his primary duty. This often leads to problems and frustrations. Forty-eight of the resignees said the additional duties they were called upon to perform were excessive. Only 14 from the active Army found this to be the case. Although terming their additional duties excessive only 23 resignees said these duties actually influenced them to leave the Army. Thirteen actives responded similarly.

The assignments received by the resignee while in the Army was an influence on 18% to remain in the Army. This can be contrasted with almost 80% of the career Army men who considered their assignments a positive influence on their career decision. Likewise the forecast for future assignments influenced almost 80% of the leaving group to actually resign and 56% of the active men to stay in the Army.

When this data is combined with the information concerning the large number of men who found their initial branch assignments unsatisfactory, Hypothesis 4 is validated. The officer who is dissatisfied with his everyday duties is definitely influenced toward resigning from the Army.

Hypothesis 5

The less an officer perceives the existence of certain intrinsic job motivators the more likely he is to be influenced to leave the Army.

The responses relative to Hypothesis 5 indicate that the man who makes the Army his career is more fulfilled in regard to his basic intrinsic needs than is the man who decides to leave the Army.

There was general agreement between the two groups as to the unfairness of the officers' efficiency report system. Almost 60% of all respondents felt that system was unfair. Whereas, almost one-half of the resignees said this unfairness was an influence on them to resign, only one-third of the active individuals were so influenced.

In regard to the fairness of the promotion system about one-half of the resignee group and 36% of the active men felt the system was unfair. The influence of this perceived unfairness was much more pronounced as almost

half of the resignees indicating the system unfair said it was a strong influence to resign. In contrast, half of the active men who indicated unfairness were slightly influenced toward resigning.

The question dealing with intrinsic motivators found general agreement among the two groups as to the existence of these factors within the Army. However, the degree to which these factors were perceived to exist varied greatly between the two groups. The two groups actually perceived the existence of the motivators as shown in Table XVII. The factor perceived to exist to the highest degree is shown first.

A comparison of Table XVII with Tables IX A, B, C, and D shows that most of the active officers perceived the existence of important intrinsic motivators from a moderate to high degree and are thereby influenced to remain on active duty. On the other hand the resignees did not acknowledge the existence of these factors to such a high degree and were consequently influenced to leave. It is interesting to note that active duty men are not appreciably influenced by their status and prestige within the civilian community and likewise, the resignees are not influenced by their status and prestige in the military community. Thus it would seem each has separate reference groups which they deem important.

TABLE XVII
RANKING BY DEGREE OF PERCEIVED EXISTENCE
OF INTRINSIC MOTIVATORS AND THEIR
INFLUENCE ON THE CAREER DECISION

	Factor	Influence On Career Decision
Active Duty	Achievement	To stay
	Responsibility	To stay
	Recognition	To stay
	Authority	To stay
	Creativity	Slightly to stay
	Status, Prestige in Military	Slightly to stay
	Opportunity for Private Life	Slightly to stay
Resignees	Status, Prestige in Civilian Community	None
	Responsibility	Slightly to stay
	Recognition	None
	Authority	To leave
	Achievement	To leave
	Status, Prestige in Military	None
	Creativity	To leave
	Opportunity for Private Life	To leave
	Status, Prestige in Civilian Community	To leave

These responses once again support the validation of Hypothesis 5. As numerous other research has already indicated the existence of certain intrinsic motivators causes the individual to remain a part of the organization.

Hypothesis 6

The amount of Army pay received and/or the officer's disillusionment with the Army's fringe benefits are not important influences on the officers decision to leave the Army.

Both groups replied that their pay was not commensurate with their responsibilities. Almost 60% in each group indicated their Army pay was marginally adequate to very inadequate. The amount of pay received was an influence to resign on 37 of the active men and 39 of the resignees. Thus there was general displeasure in both groups as a result of the pay received from the Army.

The fringe benefit package was viewed as completely adequate by only 2 individuals from each group. Nevertheless, almost 70% of the active men and 35% of the resignees indicated the fringe benefit package as an influence to stay on active duty. Only a total of 19 people said the inadequacy of the package was a slight to moderate influence to leave the Army.

The Army's early retirement benefit was widely accepted by both groups as only 3 people responded that it was an influence to leave the Army.

Resignees, when queried concerning the amount of money which could have kept them in the service, generally responded "no amount". A salary increase of over 25%, however, would have probably retained almost 30% of the resignees. Similarly a cash bonus of over \$5,000 might have influenced 30% of the resignees to stay on active duty for an additional five years.

Hypothesis 6 is slightly supported by the data presented above. It is clear, however, from this evidence that many officers, probably about one-third, do consider money as an important issue in making their career decision. Therefore, in considering the retention of junior grade officers, it is not justified to assume pay has no influence on their career decision and Hypothesis 6 should therefore be rejected.

Hypothesis 7

The U.S. involvement in Viet Nam is not an important influence on the officer's decision to leave the Army.

The number of involuntary Viet Nam tours served by both groups cannot be considered excessive as only 9 active duty men and 1 resignee had served more than one involuntary

tour in Viet Nam. Sixty percent of the resignees responded that National Viet Nam policies were either of no influence on their resignation or was, in fact, an influence to stay. The corresponding percentage for the active duty officers was 55.1%.

The prospects of future Viet Nam tours was a negative influence on almost 54% of the active duty men and 65% of the resignees. Only 1 active individual and 2 resignees said these prospects were an influence on them to stay in the Army.

It is impossible to validate Hypothesis 7 due to the large number of men whose decisions are negatively influenced by the prospects of future Viet Nam tours. From the small number of people who actually disagree with the U.S.-Viet Nam policies it can be hypothesized that the negative influence found in regard to future tours is probably a result of the men's fear of and dislike for family separations which, of course, would be a part of any future Viet Nam tours. Nevertheless, without further research, Hypothesis 7 must be rejected as invalid.

Hypothesis 8

The officer's decision to leave the service is primarily his own decision and the influence of others is minimal.

This research indicates the influence of the wife on the officer's career decision should not be underestimated. Over one-half of the resignees said their wife had influenced their decision to resign. Likewise, the active duty men indicated 27% of their wives were an influence to leave the Army and 57% of them were an influence to stay. It should be realized however that 31% of the resignees and 24.6% of the current officers say their wife is no influence on their career decision.

When asked who has the most influence on their career decision both groups asserted their independence and replied that they had made the decision totally on their own. The only other individual given much credit for influencing the officer was his wife. One-quarter of resignees and one-third of the actives listed her as the individual most influencing the career decision.

It is difficult to validate the last hypothesis. Although the largest number of officers responded that their career decision was their own, the wife is still a very real power in this decision. The Army should note the number of men who actually admit to being influenced by their wife. It is obvious that career counseling sessions for wives might go a long way toward influencing many young officers to remain in the Army.

Recommendations

This study has indicated a basis for studying the factors which influence the junior Army officer toward leaving or remaining a part of the Army. The research hypotheses presented herein have served to emphasize certain areas of important influence in the young officer's career decision. The data presented is but one small step in studying the retention problem among junior Army officers. New approaches and more detailed studies should be utilized to actually verify the results of this research.

One possible productive area for further research not previously alluded to in this study is in regard to the determinance of tolerance levels of incoming young officers. This thesis has pointed to a definite difference in the feelings of the men who resign from and the men who stay in the Army. It may be possible, through much more detailed research, to determine what factors actually influence the majority of the resignees toward leaving the Army and in turn to measure the tolerance level of each officer candidate toward these factors. The individual who scores high on such a test would display a tolerance toward these negative factors which might allow him to disregard them to a small degree and thus remain a part of the Army.

It is hoped that this study will serve as a stimulus for others to conduct further research in this subject. To retain the most qualified young officers the Army must not only do considerable further research but they must make the results of this research available to each and every commander so that he may properly play his part in the retention of the qualified, young officer. Such emphasis should result in higher retention and in turn it should make the Army a more efficient and effective organization.

APPENDIX A

LETTERS OF INTRODUCTION

3 December 1970

Dear West Pointer,

I am a member of the USMA Class of 1962 currently attending the University of Arizona where I am working toward a MS degree in Management. My thesis is to be written on officer retention. Specifically, I am trying to determine why officers leave the Army. I am using my classmates as my statistical base and the Classes of 1963, 1964 and 1965 as a validation type study. Thus the motive behind the somewhat bulky questionnaire I have enclosed. Could you please, sometime before 1 February 1971, fill it out and return it in the enclosed envelope? It should not require more than twenty minutes of your time and believe me it will be greatly appreciated by myself. Feel certain that I will not disclose your specific answers to anyone.

The only instructions I have for completing the questionnaire is to keep in mind that the questions pertain generally to your total Army career and not to a specific assignment.

Please excuse this form letter but the number of questionnaires prohibits me from writing to each of you personally as I would like to do. Thank you for your assistance.

Sincerely,

THOMAS E. MURRAY, II

3 December 1970

Dear Classmate,

I am currently working toward my MS degree in Management at the University of Arizona. My thesis is to be written on officer retention. Specifically, I am trying to determine why officers get out of the Army. I am using our class as my statistical base and am also using the Classes of 1963, 1964 and 1965 for a validation type study. Thus, the motive behind the somewhat bulky questionnaire I have enclosed. Could you please, sometime before 1 February 1971, fill it out and return it in the enclosed envelope? It should not require more than twenty minutes of your time and believe me it will be greatly appreciated by myself.

The only instructions I have for completing the questionnaire is to keep in mind that the questions pertain generally to your total Army career and not to a specific assignment. Feel certain I will not disclose your specific answers to anyone.

Please excuse this form letter but the number of questionnaires prohibits me from writing to each of you personally as I would like to do.

Anyone passing through the Tucson area please feel free to stop in and stay with us as we have plenty of room and we are always glad to see Classmates. Thank you for your assistance.

Best regards,

THOMAS E. MURRAY, II

APPENDIX B

ACTIVE DUTY QUESTIONNAIRE

1. What is your age? _____
2. What is your marital status?
 - A. Married
 - B. Single (never married)
 - C. Divorced
 - D. Separated
 - E. Widowed
3. How many dependents, excluding yourself, do you have? _____
4. Which of the following best describes where you lived most of the time between the ages of 6 and 18?
 - A. Big City (over 100,000)
 - B. Small City (20,000-100,000)
 - C. Small Town (5,000-20,000)
 - D. Rural Community
5. What state or states did you live in most of the time between the ages of 6 and 18 years? _____
6. Why did you become an Army officer? (Circle one or more)
 - A. Best way to complete my military obligation
 - B. Looking for excitement
 - C. Hoped to receive responsibility and challenge
 - D. Thought I would gain prestige and respect
 - E. West Point would help me get through college
 - F. Family tradition
 - G. Other (please specify) _____
7. What were your intentions the day you were commissioned?
 - A. Definitely planned to resign at the end of my initial obligation.
 - B. Thought I probably would resign at the end of my initial obligation.
 - C. Was undecided about an Army career
 - D. Thought I would make the Army my career
 - E. Definitely planned an Army career

8. What is your present grade?
A. Major B. Captain C. First Lieutenant
9. To what branch were you assigned upon leaving USMA? _____
10. Have you changed branches? _____
If so, to what branch did you change? _____
11. Were you satisfied with your first branch assignment?
Yes ___ No ___ If not, to what degree has this
dissatisfaction influenced your career decision?
A. No influence D. Slight influence to
B. Strong influence to leave
 leave E. Influence to stay
C. Moderate influence
 to leave
12. Have you attempted to change branches but your
application was disapproved? Yes ___ No ___
13. What is the duty title (Artillery Commander, Medical
Supply, etc.) of your primary MOS? _____
14. To what degree do you feel your MOS classification is
consistent with your personal interest?
A. Not consistent at all C. Moderately consistent
B. Highly consistent D. Slightly consistent
15. To what degree are the day to day duties you perform
in the Army consistent with what you expected they
would be?
A. Not consistent at all C. Moderately consistent
B. Highly consistent D. Slightly consistent
16. Generally, do you feel the number of additional duties
you are called upon to perform excessive? Yes ___ No ___
17. To what extent have these "additional duties"
influenced your career decision?
A. No influence D. Slight influence to
B. Strong influence to leave
 leave E. Influence to stay
C. Moderate influence
 to leave

18. How many RVN tours have you served? ____
19. How many involuntary RVN tours have you served? ____
20. Were you wounded while in RVN? Yes ____ No ____
21. Do you agree with National policies concerning Viet Nam? Yes ____ No ____ If not, do you feel the U.S. Government should pursue a policy of
- A. Immediate withdrawal C. Total victory
B. Gradual withdrawal D. Other _____
22. To what extent have national Viet Nam policies influenced your career decision?
- A. No influence D. Slight influence to leave
B. Strong influence to leave E. Influence to stay
C. Moderate influence to leave
23. How does the prospect of future RVN tours influence your career decision?
- A. No influence D. Slight influence to leave
B. Strong influence to leave E. Influence to stay
C. Moderate influence to leave
24. How many involuntary unaccompanied tours, other than RVN, have you served? ____
25. What are your feelings on the amount of pay you are receiving?
- A. Adequate D. Inadequate
B. More than adequate E. Very inadequate
C. Marginally adequate
26. What influence does the amount of pay you receive have on your career decision?
- A. No influence D. Slight influence to leave
B. Strong influence to leave E. Influence to stay
C. Moderate influence to leave

27. Do you feel your pay is commensurate with your responsibilities? Yes ____ No ____ Usually ____
28. What influence does the fringe benefit package (medical care, PX, Commissary) have on your career decision?
- A. No influence
 - B. Strong influence to leave
 - C. Moderate influence to leave
 - D. Slight influence to leave
 - E. Influence to stay
29. How does the early retirement benefit of the Army influence your career decision?
- A. No influence
 - B. Strong influence to leave
 - C. Moderate influence to leave
 - D. Slight influence to leave
 - E. Influence to stay
30. Which of the following fringe benefits do you find inadequate? (Circle as many as desired)
- A. Medical care
 - B. Dental care
 - C. PX
 - D. Commissary
 - E. Housing
 - F. Retirement
 - G. Insurance
 - H. Tax benefits
 - I. Incentive pay
 - J. Hazardous duty pay
 - K. Officer clubs
 - L. Civilian schooling opportunities
 - M. Travel
 - N. Survivor benefits
 - O. Post schools (for children)
31. From your observations how would you generally rate the senior officers under whom you have served?
- A. Outstanding
 - B. Superior
 - C. Excellent
 - D. Average
 - E. Below Average
 - F. Poor
 - G. Incompetent
32. To what degree has the conduct of senior officers influenced your career decision?
- A. No influence
 - B. Strong influence to leave

- C. Moderate influence to leave D. Slight influence to leave
E. Influence to stay
33. How many formal or informal career-counseling interviews have you had with senior officers? _____
34. What influence did the career-counseling have on your career decision?
- A. No influence D. Slight influence to leave
B. Strong influence to leave E. Influence to stay
C. Moderate influence to leave
35. Do you feel that generally your education and skills are properly utilized in most duty assignments?
Yes _____ No _____
36. Do you feel that future duty assignments will probably better utilize your education and skills? Yes _____
No _____ Undecided _____
37. To what degree has the utilization of and forecast for future utilization of your education and skills influenced your career decision?
- A. No influence D. Slight influence to leave
B. Strong influence to leave E. Influence to stay
C. Moderate influence to leave
38. What influence have the assignments you have received had on your career decision?
- A. No influence D. Slight influence to leave
B. Strong influence to leave E. Influence to stay
C. Moderate influence to leave
39. What influence do probable future assignments in your career pattern have on your career decision?

- A. No influence
- B. Strong influence to leave
- C. Moderate influence to leave
- D. Slight influence to leave
- E. Influence to stay

40. What is the longest period of time you have served in a particular location? _____

41. Generally, what are your feelings toward the length of PCS tours?

- A. Should be 1-1½ years
- B. Should be 1½-3 years
- C. Should be 3-4 years
- D. Should be longer than 4 years
- E. No preference
- F. Other (specify) _____

42. What influence does frequent relocations have on your career decision?

- A. No influence
- B. Strong influence to leave
- C. Moderate influence to leave
- D. Slight influence to leave
- E. Influence to stay

43. To what degree does the frequency of or fear of family separations influence your career decision?

- A. No influence
- B. Strong influence to leave
- C. Moderate influence to leave
- D. Slight influence to leave
- E. Influence to stay

44. Do you feel the Officer's Efficiency Report System is fair? Yes ____ No ____

45. To what degree has the OER system influenced your career decision?

- A. No influence
- B. Strong influence to leave
- C. Moderate influence to leave
- D. Slight influence to leave
- E. Influence to stay

46. In your opinion, to what degree do the following factors exist within the Army and how have they influenced your career decision? (Circle one in each column)

Opportunity to be creative

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

Feeling of achievement

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

Delegation of authority

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

Granting of responsibility

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

Recognition for a job well done

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

Opportunity for a private life

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

High status and prestige in the civilian community

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

High status and prestige in the military community

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

47. Which of the following individuals have influenced your career decision the most?

- A. Wife
- B. Mother
- C. Father

- D. Friend
- E. None - it was totally my own decision
- F. Other _____

48. What influence does your wife's attitude have on your career decision?

- A. No influence
- B. Strong influence to leave
- C. Moderate influence to leave

- D. Slight influence to leave
- E. Influence to stay

49. Do you feel the promotion system with the Army is fair? Yes ___ No ___ If not, to what degree has this influenced your career decision?

- A. No influence
- B. Strong influence to leave
- C. Moderate influence to leave

- D. Slight influence to leave
- E. Influence to stay

APPENDIX C

RESIGNEE QUESTIONNAIRE

1. What was your age at the time you left active duty? ____
2. What was your marital status at the time you left active duty?
 - A. Married
 - B. Single (never married)
 - C. Divorced
 - D. Separated
 - E. Widowed
3. How many dependents, excluding yourself, did you have when you left the service? ____
4. Which of the following best describes where you lived most of the time between the ages of 6 and 18?
 - A. Big City (over 100,000)
 - B. Small city (20,000-100,000)
 - C. Small Town (5,000-20,000)
 - D. Rural Community
5. What state or states did you live in most of the time between the ages of 6 and 18 years? ____
6. Why did you become an Army officer? (Circle one or more)
 - A. Best way to complete my military obligation
 - B. Looking for excitement
 - C. Hoped to receive responsibility and challenge
 - D. Thought I would gain prestige and respect
 - E. West Point would help me get through college
 - F. Family tradition
 - G. Other (please specify) ____
7. What were your intentions the day you were commissioned?
 - A. Definitely planned to resign at the end of my initial obligation
 - B. Thought I probably would resign at the end of my initial obligation
 - C. Was undecided about an Army career
 - D. Thought I would make the Army my career
 - E. Definitely planned an Army career

8. During what time period did you definitely decide to resign from the service?
- A. Entrance to West Point
 - B. During 4 years as a cadet
 - C. During first year of service
 - D. During second year of service
 - E. During last year of service
 - F. During last six months of service
 - G. Other (specify) _____
9. What was your grade at the time of your leaving the service?
- A. Major B. Captain C. First Lieutenant
10. To what branch were you assigned upon leaving USMA? ____
11. Did you change branches while in the service? _____
If so, to what branch did you change? _____
12. Did you attempt to change branches while in the Army but your application was disapproved? Yes ____ No ____
13. Were you satisfied with your first branch assignment? Yes ____ No ____ If not, to what degree did this dissatisfaction influence your resignation?
- A. No influence
 - B. Strong influence to leave
 - C. Moderate influence to leave
 - D. Slight influence to leave
 - E. Influence to stay
14. What was the duty title (Artillery Commander, Medical Supply, etc.) of your primary MOS while in the service?
15. To what degree did you feel your MOS classification was consistent with your personal occupational interest
- A. Not consistent at all
 - B. Highly consistent
 - C. Moderately consistent
 - D. Slightly consistent
16. To what degree were the day-to-day duties you performed in the Army consistent with what you expected they would be?
- A. Not consistent at all
 - B. Highly consistent
 - C. Moderately consistent
 - D. Slightly consistent

17. While in the Army did you feel the number of additional duties you were called upon to perform excessive?
Yes ___ No ___ Usually ___ Sometimes ___
18. To what extent did these "additional duties" influence your decision to resign?
- | | |
|--------------------------------|------------------------------|
| A. No influence | D. Slight influence to leave |
| B. Strong influence to leave | E. Influence to stay |
| C. Moderate influence to leave | |
19. How many RVN tours did you serve? ____
20. How many involuntary RVN tours did you serve? ____
21. Were you wounded while in RVN? Yes ___ No ___
22. Did you agree with national policies concerning Viet Nam at the time you resigned? Yes ___ No ___ If not, did you feel the U.S. Government should pursue a policy of
- | | |
|-------------------------|------------------|
| A. Immediate withdrawal | C. Total victory |
| B. Gradual withdrawal | D. Other _____ |
23. To what extent did national Viet Nam policies influence your resignation?
- | | |
|--------------------------------|------------------------------|
| A. No influence | D. Slight influence to leave |
| B. Strong influence to leave | E. Influence to stay |
| C. Moderate influence to leave | |
24. How did the prospect of future RVN tours influence your career decision?
- | | |
|--------------------------------|------------------------------|
| A. No influence | D. Slight influence to leave |
| B. Strong influence to leave | E. Influence to stay |
| C. Moderate influence to leave | |
25. How many involuntary unaccompanied tours, other than RVN, did you serve? _____

26. What were your feelings on the amount of pay you were receiving at the time of your resignation?
- A. Adequate
 - B. More than adequate
 - C. Marginally adequate
 - D. Inadequate
 - E. Very inadequate
27. What influence did the amount of pay received in the service have on your career decision?
- A. No influence
 - B. Strong influence to leave
 - C. Moderate influence to leave
 - D. Slight influence to leave
 - E. Influence to stay
28. What amount of additional salary would have influenced you to stay in the Army?
- A. No increase would have influenced me to stay
 - B. 7.5 to 10% of base pay
 - C. 11 to 15% of base pay
 - D. 15 to 25% of base pay
 - E. More than 25% of base pay
29. While in the service did you feel your pay was commensurate with your responsibilities? Yes ____
No ____ Usually ____
30. If a bonus system for officers, similar to Enlisted Variable Bonus System, existed at the time of your resignation would this have influenced your ultimate decision? Yes ____ No ____ Maybe ____
If so, what size bonus would have influenced you to extend your Army career for five additional years?
- A. \$1,000 - 1,999
 - B. \$2,000 - 3,500
 - C. \$3,501 - 5,000
 - D. More than \$5,000
 - E. No amount would have influenced my decision
31. What influence did the fringe benefit package (PX, medical care, Commissary) have on your career decision?
- A. No influence
 - B. Strong influence to leave
 - C. Moderate influence to leave
 - D. Slight influence to leave
 - E. Influence to stay

32. How did the early retirement benefit of the Army influence your career decision?

- | | |
|--------------------------------|------------------------------|
| A. No influence | D. Slight influence to leave |
| B. Strong influence to leave | E. Influence to stay |
| C. Moderate influence to leave | |

33. Which of the following fringe benefits did you find inadequate during your period of service? (Circle as many as desired)

- | | |
|-----------------|-------------------------------------|
| A. Medical care | I. Incentive pay |
| B. Dental care | J. Hazardous duty pay |
| C. PX | K. Officer clubs |
| D. Commissary | L. Civilian schooling opportunities |
| E. Housing | M. Travel |
| F. Retirement | N. Survivor benefits |
| G. Insurance | O. Post schools (for children) |
| H. Tax benefits | |

34. From your observations how would you generally rate the senior officers under whom you served?

- | | |
|----------------|------------------|
| A. Outstanding | E. Below Average |
| B. Superior | F. Poor |
| C. Excellent | G. Incompetent |
| D. Average | |

35. Overall, to what degree did the conduct of senior officers influence your career decision?

- | | |
|--------------------------------|------------------------------|
| A. No influence | D. Slight influence to leave |
| B. Strong influence to leave | E. Influence to stay |
| C. Moderate influence to leave | |

36. How many formal or informal career-counseling interviews did you have with senior officers prior to leaving the service?

- A. 1 B. 2 C. 3 D. 4-8 E. More than 8 F. None

37. What influence did the career-counseling have on your career decision?

- A. No influence
B. Strong influence to leave
C. Moderate influence to leave
D. Slight influence to leave
E. Influence to stay
38. Did you feel that generally your education and skills were properly utilized in most duty assignments?
Yes ____ No ____
39. Did you feel that if you had stayed in the Army future duty assignments would have probably better utilized your education and skills? Yes ____ No ____
Undecided ____
40. To what degree did the utilization of and forecast for future utilization of your education and skills influence your career decision?
A. No influence
B. Strong influence to leave
C. Moderate influence to leave
D. Slight influence to leave
E. Influence to stay
41. What influence did the assignments you received while in the Army have on your career decision?
A. No influence
B. Strong influence to leave
C. Moderate influence to leave
D. Slight influence to leave
E. Influence to stay
42. What influence did the assignments that you could have looked forward to in your career pattern have on your career decision?
A. No influence
B. Strong influence to leave
C. Moderate influence to leave
D. Slight influence to leave
E. Influence to stay
43. While in the service what was the longest period of time you served in a particular location? _____

44. Generally, what were your feelings toward the length of PCS tours?

- | | |
|-------------------------|----------------------------------|
| A. Should be 1-1½ years | D. Should be longer than 4 years |
| B. Should be 1½-3 years | E. No preference |
| C. Should be 3-4 years | F. Other (specify) _____ |

45. What influence did frequent relocations have on your career decision?

- | | |
|--------------------------------|------------------------------|
| A. No influence | D. Slight influence to leave |
| B. Strong influence to leave | E. Influence to stay |
| C. Moderate influence to leave | |

46. To what degree did the frequency of or fear of family separations influence your career decision?

- | | |
|--------------------------------|------------------------------|
| A. No influence | D. Slight influence to leave |
| B. Strong influence to leave | E. Influence to stay |
| C. Moderate influence to leave | |

47. Do you feel the Officer's Efficiency Report System is fair? Yes ____ No ____

48. To what degree did the OER system influence your career decision?

- | | |
|--------------------------------|------------------------------|
| A. No influence | D. Slight influence to leave |
| B. Strong influence to leave | E. Influence to stay |
| C. Moderate influence to leave | |

49. In your opinion, to what degree did the following factors generally exist within the Army and how did they influence your career decision? (Circle one in each column)

Opportunity to be creative

- | | |
|-------------------------------|------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |

- | | |
|-----------------------------|--------------------------------|
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

Feeling of achievement

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

Delegation of authority

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

Granting of responsibility

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

Recognition for a job well done

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | |

- D. Slight influence to leave
- E. Influence to stay

Opportunity for a private life

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

High status and prestige in the military community

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

High status and prestige in the civilian community

- | | |
|-------------------------------|--------------------------------|
| A. Exist to a high degree | A. No influence |
| B. Exist to a moderate degree | B. Strong influence to leave |
| C. Exist to a slight degree | C. Moderate influence to leave |
| D. Does not exist at all | D. Slight influence to leave |
| | E. Influence to stay |

50. Which of the following individuals influenced your career decision the most?

- | | |
|-----------|--|
| A. Wife | D. Friend |
| B. Mother | E. None - it was totally my own decision |
| C. Father | F. Other _____ |

51. What influence did your wife's attitude have on your career decision?

- | | |
|------------------------|------------------------|
| A. No influence | D. Slight influence to |
| B. Strong influence to | leave |
| leave | E. Influence to stay |
| C. Moderate influence | |
| to leave | |

52. Do you feel the promotion system with the Army is fair? Yes ___ No ___ If not, to what degree did this influence your career decision?

- | | |
|--------------------------|------------------------|
| A. No influence | D. Slight influence to |
| B. Strong influence to | leave |
| leave | E. Influence to stay |
| C. Moderate influence to | |
| leave | |

53. Had you been accepted for a position with a civilian firm prior to submitting your resignation? Yes ___ No ___ Tentatively ___

54. Since leaving the Army have you ever seriously wished that you had made a career of the Army? Yes ___ No ___

55. What single incident or factor had the most bearing on your influence to leave the Army? (Use back of page if more space is required)

56. What, if anything, could have been done to have kept you on active duty?

APPENDIX D

ACTIVE DUTY RESPONSE

1.	<u>Age</u>	<u>Primary</u>	<u>Validation</u>
	27	0	14
	28	1	21
	29	6	10
	30	34	10
	31	16	3
	32	10	2
	33	0	1
	34	1	0
	No answer	2	0
2.	<u>Answer</u>		
	A	64	54
	B	4	5
	C	2	2
	D	0	0
	E	0	0
3.	<u>Dependents</u>		
	0	4	5
	1	5	6
	2	9	17
	3	26	24
	4	20	9
	5	3	0
	6	3	0
4.	<u>Answer</u>		
	A	11	22
	B	24	13
	C	20	17
	D	15	9
5.	<u>Answer</u>		
	New England: Conn., Me., Mass., N.H., R.I., Vt.	6	3
	<u>Middle Atlantic: New Jer., N.Y., Pa.</u>	13	21

	<u>Primary</u>	<u>Validation</u>
<u>South Atlantic:</u> Del., Fla., Ga., Md., N. and S. Car., Va., Wash. D.C., W. Va.	12	10
<u>South:</u> Ala., Ky., Miss., Tenn.	3	5
<u>Western South:</u> Ark., La., Okla., Texas	9	3
<u>Great Lakes:</u> Ill., Ind., Mich., Ohio, Wis.	9	11
<u>Great Plains:</u> Iowa, Kan., Minn., Mo., Neb., N. and S. Dak.	10	4
<u>Mountain:</u> Ariz., Colo., Id., Mont., Nev., New Mex., Utah, Wyo.	1	2
<u>Pacific:</u> Alas., Calf., Hawaii, Ore., Wash.	10	3
<u>Army "Brat":</u>	9	10
<u>Territories:</u>	0	1
<u>Foreign Countries:</u>	1	0
6. <u>Answer</u>		
A	4	7
B	10	6
C	39	20
D	26	11
E	35	20
F	14	10
G	6	11
No answer	1	1
7. A	2	1
B	2	5
C	14	24
D	31	20
E	22	11
8. A	70	19
B	0	42
C	0	0

	<u>Answer</u>	<u>Primary</u>	<u>Validation</u>
9.	Artillery	27	10
	Armor	8	9
	Engineers	15	12
	Infantry	18	20
	Signal Corps	1	10
	No answer	1	0
10.	Yes	7	4
	No	63	57
	Ordnance	2	0
	Transportation	1	0
	Signal Corps	1	0
	Chemical Corps	1	0
	Infantry	1	1
	Judge Advocate	0	2
	Engineers	0	1
	No answer	1	0
11.	Yes	67	54
	No	3	7
	A	0	0
	B	0	2
	C	2	3
	D	1	1
	E	0	0
	No Answer	0	1
12.	Yes	1	1
	No	69	60
13.	Commander	53	54
	Aviator	6	0
	Operations Officer	1	0
	Construction Eng.	5	1
	Instructor	2	0
	Maintenance Officer	1	0
	Chemical Officer	1	0
	Lawyer	0	2
	Communication Systems		
	Engineer	0	1
	Signal Officer	0	2
	Communication Center Off	0	1
	No answer	1	0
14.	A	4	3
	B	34	34
	C	27	18
	D	5	6

	<u>Answer</u>	<u>Primary</u>	<u>Validation</u>
15.	A	1	1
	B	28	22
	C	34	31
	D	7	5
	No answer	0	2
16.	Yes	14	23
	No	56	37
	No answer	0	1
17.	A	54	35
	B	0	0
	C	2	3
	D	11	17
	E	3	4
	No answer	0	2
18.	<u>Number of Tours</u>		
	1	51	43
	1½	0	2
	2	18	14
	2 1/3	1	1
	2½	0	1
19.	<u>Involuntary Tours</u>		
	0	28	16
	1	33	38
	2	9	7
20.	<u>Answer</u>		
	Yes	15	17
	No	55	44
21.	Yes	43	29
	No	24	32
	No Answer	3	0
	A or C	2	2
	B or C	0	1
	A	8	5
	B	2	10
	C	10	11
	D	0	3
	No answer	2	0
22.	A	32	27
	B	2	7
	C	12	5

		<u>Primary</u>	<u>Validation</u>
	D	17	18
	E	6	4
	No Answer	1	0
23.	A	31	26
	B	12	9
	C	14	9
	D	11	16
	E	1	1
	No Answer	1	0
24.	0	54	53
	1	15	8
	2	1	0
25.	A	27	24
	B	1	6
	C	33	17
	D	6	10
	E	1	4
	No Answer	2	0
26.	A	20	19
	B	2	5
	C	11	11
	D	24	16
	E	11	9
	No Answer	2	1
27.	Yes	10	9
	No	42	37
	Usually	16	15
	No Answer	2	0
28.	A	18	14
	B	0	2
	C	3	1
	D	6	3
	E	41	41
	No Answer	2	0
29.	A	13	11
	B	0	0
	C	1	0
	D	0	3
	E	54	47
	No Answer	2	0

	<u>Answer</u>	<u>Primary</u>	<u>Validation</u>
30.	A	16	12
	B	48	48
	C	31	19
	D	24	15
	E	50	47
	F	2	3
	G	10	1
	H	23	17
	I	10	11
	J	9	6
	K	19	18
	L	5	6
	M	3	3
	N	12	4
	O	4	3
	None	4	2
31.	A	11	13
	B	17	12
	C	24	15
	D	13	17
	E	3	3
	F	0	1
	G	0	0
	No Answer	2	0
32.	A	8	12
	B	2	9
	C	8	3
	D	13	10
	E	37	27
	No Answer	2	0
33.	A	9	9
	B	12	8
	C	9	6
	D	10	13
	E	11	13
	F	18	12
	No Answer	1	0
34.	A	44	32
	B	0	3
	C	2	0
	D	1	1
	E	23	25

	<u>Answer</u>	<u>Primary</u>	<u>Validation</u>
35.	Yes	48	41
	No	21	20
	No Answer	1	0
36.	Yes	33	29
	No	13	15
	Undecided	24	17
37.	A	16	18
	B	5	7
	C	3	7
	D	11	7
	E	32	22
	No Answer	3	0
38.	A	4	3
	B	3	1
	C	4	3
	D	3	10
	E	55	44
	No Answer	1	0
39.	A	11	6
	B	4	7
	C	4	4
	D	11	12
	E	38	31
	No Answer	2	1
40.	Average tour	28.7 months	26.23 months
	Median tour	28 months	24 months
41.	A	0	1
	B	13	22
	C	47	28
	D	1	2
	E	1	0
	F	8	8
42.	A	17	15
	B	8	6
	C	16	12
	D	17	14
	E	12	14
43.	A	9	16
	B	19	20
	C	19	11

		<u>Primary</u>	<u>Validation</u>
	D	23	14
	E	0	0
44.	Yes	29	19
	No	41	39
	No Answer	0	3
45.	A	33	32
	B	2	6
	C	4	6
	D	16	9
	E	15	8

46. Opportunity to be Creative

		<u>Exist</u>		<u>Influence</u>	
		Primary	Validation	Primary	Validation
	A	12	14	20	15
	B	30	23	2	1
	C	25	22	5	5
	D	3	2	10	7
	E	-	-	32	31
	No Ans	0	0	0	2

Feeling of Achievement

		<u>Exist</u>		<u>Influence</u>	
		Primary	Validation	Primary	Validation
	A	32	26	6	4
	B	31	25	1	2
	C	7	9	1	0
	D	0	0	3	7
	E	-	-	58	45
	No Ans	0	1	1	3

Delegation of Authority

		<u>Exist</u>		<u>Influence</u>	
		Primary	Validation	Primary	Validation
	A	13	11	18	12
	B	36	33	2	2
	C	18	16	2	6
	D	1	1	7	8
	E	-	-	38	31
	No Ans	2	0	3	2

Granting of Responsibility

	<u>Exist</u>		<u>Influence</u>	
	Primary	Validation	Primary	Validation
A	29	29	11	8
B	27	22	1	3
C	11	10	4	2
D	1	0	2	7
E	-	-	49	39
No Ans	2	0	3	2

Recognition for a Job Well Done

	<u>Exist</u>		<u>Influence</u>	
	Primary	Validation	Primary	Validation
A	18	17	11	10
B	34	27	1	1
C	16	16	1	5
D	1	0	9	5
E	-	-	45	37
No Ans	1	1	3	3

Opportunity For A Private Life

	<u>Exist</u>		<u>Influence</u>	
	Primary	Validation	Primary	Validation
A	9	3	22	15
B	27	26	3	5
C	28	28	7	9
D	6	3	19	16
E	-	-	18	13
No Ans	0	1	0	3

High Status and Prestige in the Military Community

	<u>Exist</u>		<u>Influence</u>	
	Primary	Validation	Primary	Validation
A	10	11	28	20
B	32	20	0	5
C	20	21	3	3
D	8	8	5	3
E	-	-	33	27
No Ans	0	1	1	3

High Status and Prestige in the Civilian Community

	<u>Exist</u>		<u>Influence</u>	
	Primary	Validation	Primary	Validation
A	1	1	32	27
B	10	8	3	8
C	34	27	7	10

	<u>Exist</u>	
	Primary	Validation
D	25	25
E	-	-
No Ans	0	0

	<u>Influence</u>	
	Primary	Validation
	12	7
	15	6
	1	3

47.	<u>Answer</u>	<u>Primary</u>	<u>Validation</u>
	A	22	16
	B	2	1
	C	4	9
	D	1	3
	E	36	26
	F	5	5
	No Answer	0	1
48.	A	11	15
	B	3	2
	C	7	5
	D	9	8
	E	40	31
49.	Yes	44	32
	No	25	28
	No Answer	1	1
	A	4	4
	B	3	9
	C	5	7
	D	12	7
	E	1	0
	No Answer	0	1

APPENDIX E

RESIGNEE'S RESPONSES

1.	<u>Age</u>	<u>Primary</u>	<u>Validation</u>
	25	1	2
	26	9	15
	27	14	23
	28	14	23
	29	13	1
	30	7	4
	31	2	0
	32	1	0
2.	<u>Answer</u>		
	A	54	58
	B	4	7
	C	2	1
	D	0	2
	E	1	0
3.	<u>Dependents</u>		
	0	5	8
	1	16	15
	2	16	23
	3	18	16
	4	6	5
	5	0	1
4.	<u>Answer</u>		
	A	24	18
	B	17	24
	C	17	19
	D	7	8
5.	<u>New England: Conn., Me., Mass., N.H., R.I., Vt.</u>	8	7
	<u>Middle Atlantic: New Jer., N.Y., Pa.</u>	15	16
	<u>South Atlantic: Del., Fla., Ga., Md., N. and S. Car., Va., Wash. D.C., W. Va.</u>	11	31
	<u>South: Ala., Ky., Miss., Tenn.</u>	4	6

	<u>Primary</u>	<u>Validation</u>
<u>Western South:</u> Ark., La., Okla., Texas	6	5
<u>Great Lakes:</u> Ill., Ind., Mich., Ohio, Wisc.	12	10
<u>Great Plains:</u> Iowa, Kan., Minn., Mo., Neb., N. and S. Dak.	7	10
<u>Mountain:</u> Ariz., Colo., Idaho, Mont., Nev., New Mex., Utah, Wyo.	1	2
<u>Pacific:</u> Alas., Calif., Hawaii, Ore., Wash.	3	5
<u>Army "Brat":</u>	1	5
<u>Territories:</u>	0	0
<u>Foreign Countries:</u>	0	1
6. <u>Answer</u>		
A	13	20
B	11	3
C	34	36
D	17	20
E	27	29
F	2	9
G	15	9
7. A	2	2
B	8	4
C	18	24
D	21	31
E	12	7
8. A	0	1
B	3	1
C	5	5
D	13	12
E	15	23
F	0	3
G	25	20
No Answer	0	3
9. A	12	3
B	49	65
C	0	0

	<u>Answer</u>	<u>Primary</u>	<u>Validation</u>
10.	Artillery	24	29
	Armor	12	4
	Engineers	6	18
	Infantry	15	11
	Signal Corps	4	4
	No Answer	0	2
11.	Yes	13	10
	No	48	56
	No Answer	0	2
	Military Intelligence	6	3
	Infantry	2	1
	Ordnance	1	1
	Adjutant Generals	2	3
	Artillery	1	0
	Air Force	1	0
	Engineers	0	1
	Signal Corps	0	1
12.	Yes	6	10
	No	55	56
	No Answer	0	2
13.	Yes	46	51
	No	14	15
	No Answer	1	2
	A	0	1
	B	6	3
	C	5	5
	D	3	4
	E	0	0
	No Answer	0	2
14.	Commander	46	53
	Aviator	1	0
	Operations Officer	0	1
	Instructor	0	1
	Signal Officer	2	0
	Adjutant	3	1
	Intelligence Officer	4	2
	Engineer Officer	1	0
	Missile Maintenance	1	1
	Fire Direction Officer	0	1
	Radio Officer	0	2
	Electronic Warfare Off	0	1
	No Answer	3	5

	<u>Answer</u>	<u>Primary</u>	<u>Validation</u>
15.	A	7	9
	B	25	22
	C	26	24
	D	2	10
	No Answer	1	3
16.	A	6	12
	B	10	14
	C	34	26
	D	11	11
	No Answer	0	5
17.	Yes	12	7
	No	33	26
	Usually	4	6
	Sometimes	12	26
	No Answer	0	3
18.	A	36	40
	B	1	2
	C	9	8
	D	13	14
	E	2	1
	No Answer	0	3
19.	<u>Number of Tours</u>		
	0	22	8
	1	31	46
	1½	0	1
	2	1	10
	2½	1	1
	3	0	1
	No Answer	0	1
20.	<u>Involuntary Tours</u>		
	0	35	22
	1	25	41
	2	1	4
	No Answer	0	1
21.	Yes	4	9
	No	57	57
	No Answer	0	2
22.	Yes	32	26
	No	29	39
	No Answer	0	3

		<u>Primary</u>	<u>Validation</u>
	A or C	3	1
	A	8	6
	B	10	20
	C	7	9
	D	0	3
23.	A	34	29
	B	7	10
	C	9	11
	D	8	16
	E	2	2
	No Answer	1	0
24.	A	19	12
	B	20	26
	C	13	12
	D	6	18
	E	2	0
	No Answer	1	0
25.	<u>Tours</u>		
	0	54	61
	1	6	5
	1 1/3	0	1
	2	0	1
	No Answer	0	0
26.	A	23	23
	B	3	6
	C	22	23
	D	10	12
	E	2	4
	No Answer	1	0
27.	A	20	21
	B	10	9
	C	15	17
	D	14	17
	E	1	4
	No Answer	1	0
28.	A	37	44
	B	0	0
	C	0	0
	D	5	5
	E	17	16
	No Answer	2	3

	<u>Answer</u>	<u>Primary</u>	<u>Validation</u>
29.	Yes	13	10
	No	37	43
	Usually	10	14
	No Answer	1	1
30.	Yes	6	3
	No	43	42
	Maybe	16	15
	No Answer	3	1
	A	0	0
	B	0	0
	C	2	2
	D	19	12
	E	0	0
	No Answer	1	4
31.	A	31	28
	B	0	8
	C	5	2
	D	5	3
	E	20	27
32.	A	34	31
	B	1	0
	C	1	1
	D	0	1
	E	25	35
	No Answer	0	0
33.	A	15	28
	B	26	34
	C	16	28
	D	14	29
	E	34	48
	F	7	4
	G	8	6
	H	15	7
	I	6	13
	J	6	13
	K	13	21
	L	16	22
	M	5	9
	N	5	6
	O	9	6
	None	6	2

	<u>Answer</u>	<u>Primary</u>	<u>Validation</u>
34.	A	4	5
	B	2	5
	C	12	11
	D	25	23
	E	9	14
	F	6	6
	G	3	4
35.	A	8	10
	B	26	30
	C	14	15
	D	8	9
	E	5	4
36.	A	11	10
	B	13	17
	C	7	8
	D	12	10
	E	6	6
	F	12	17
37.	A	49	49
	B	3	8
	C	0	2
	D	1	5
	E	8	4
38.	Yes	26	26
	No	35	42
39.	Yes	23	14
	No	24	37
	Undecided	14	14
	No Answer	0	3
40.	A	26	11
	B	16	29
	C	9	12
	D	7	6
	E	3	7
	No Answer	0	3
41.	A	13	8
	B	14	19
	C	13	17
	D	10	6
	E	11	16
	No Answer	0	2

	<u>Answer</u>	<u>Primary</u>		<u>Validation</u>	
42.	A	6		6	
	B	32		33	
	C	12		10	
	D	3		7	
	E	7		9	
	No Answer	1		3	
43.	Average Tour	28.6 months		33.3 months	
	Median Tour	30 months		24 months	
44.	A	2		0	
	B	24		16	
	C	29		42	
	D	4		3	
	E	1		2	
	F	0		3	
	No Answer	1		2	
45.	A	19		15	
	B	15		19	
	C	14		16	
	D	6		15	
	E	7		1	
	No Answer	0		2	
46.	A	8		10	
	B	29		32	
	C	16		14	
	D	8		10	
	E	0		0	
	No Answer	0		2	
47.	Yes	26		26	
	No	35		40	
	No Answer	0		2	
48.	A	30		30	
	B	9		7	
	C	10		12	
	D	6		9	
	E	5		8	
	No Answer	1		2	
49.	Opportunity To Be Creative				
		<u>Exist</u>		<u>Influence</u>	
		Primary	Validation	Primary	Validation
	A	5	2	9	14

	<u>Exist</u>	
	Primary	Validation
B	13	10
C	37	39
D	5	16
E	-	-
No Ans	1	1

	<u>Influence</u>	
	Primary	Validation
	17	15
	16	23
	9	10
	6	4
	4	2

Feeling Of Achievement

	<u>Exist</u>	
	Primary	Validation
A	12	17
B	23	17
C	24	31
D	1	2
E	-	-
No Ans	1	1

	<u>Influence</u>	
	Primary	Validation
	7	10
	11	12
	11	15
	10	6
	19	24
	3	1

Delegation Of Authority

	<u>Exist</u>	
	Primary	Validation
A	19	12
B	20	26
C	18	26
D	3	3
E	-	-
No Ans	1	1

	<u>Influence</u>	
	Primary	Validation
	17	16
	10	10
	11	13
	6	9
	14	19
	3	1

Granting of Responsibility

	<u>Exist</u>	
	Primary	Validation
A	22	24
B	23	28
C	15	12
D	0	3
E	-	-
No Ans	1	1

	<u>Influence</u>	
	Primary	Validation
	15	17
	6	7
	9	9
	6	4
	22	30
	3	1

Recognition for a Job Well Done

	<u>Exist</u>	
	Primary	Validation
A	6	8
B	34	30
C	20	23
D	0	6

	<u>Influence</u>	
	Primary	Validation
	25	16
	3	6
	6	11
	13	15

	<u>Exist</u>		<u>Influence</u>	
	Primary	Validation	Primary	Validation
E	-	-	11	19
No Ans	1	1	3	1

Opportunity for a Private Life

	<u>Exist</u>		<u>Influence</u>	
	Primary	Validation	Primary	Validation
A	3	1	13	9
B	12	13	23	33
C	26	34	10	12
D	19	19	9	10
E	-	-	3	3
No Ans	1	1	3	1

High Status and Prestige in the Military Community

	<u>Exist</u>		<u>Influence</u>	
	Primary	Validation	Primary	Validation
A	14	10	26	27
B	21	23	6	3
C	17	23	5	8
D	8	10	6	8
E	-	-	15	20
No Ans	1	2	3	2

High Status and Prestige in the Civilian Community

	<u>Exist</u>		<u>Influence</u>	
	Primary	Validation	Primary	Validation
A	3	1	21	18
B	9	7	11	14
C	28	17	10	12
D	21	31	12	17
E	-	-	5	5
No Ans	0	2	2	2

50.	<u>Answer</u>	<u>Primary</u>	<u>Validation</u>
	A	15	22
	B	1	0
	C	3	0
	D	1	0
	E	41	41
	F	1	3
	No Answer	0	2

51.	<u>Answer</u>	<u>Primary</u>	<u>Validation</u>
	A	19	26
	B	10	14
	C	9	7
	D	12	12
	E	11	7
	No Answer	0	2
52.	Yes	29	31
	No	31	34
	No Answer	1	3
53.	Yes	10	6
	No	47	54
	Tentatively	4	3
	No Answer	0	5
54.	Yes	10	6
	No	51	57
	No Answer	0	5

Questions 55 and 56 were open-end questions which allowed the respondents to write as much as they desired for a response. Therefore, it is impossible to list all answers to these questions.

APPENDIX F

LATE QUESTIONNAIRE RESPONSE

As was pointed out during the thesis text, two questionnaires were returned too late for inclusion in the thesis data. A review of these late responses shows no large differences from the overall compilation covered earlier. There were however, a few minor differences that could be related.

One of the men indicated he could have been "bought" as he responded that an increase of 15 to 25 percent in base pay and/or a bonus of over \$5,000 would have kept him on active duty. This was not the response most often given by other resignees.

Both men had been accepted by a civilian firm prior to submitting their resignations which was also an unusual response.

The single incident having the largest influence on the resignation decision was in one case a desire to pursue a professional career as a lawyer. The other man resigned primarily because he felt the "politicians were making the military the scapegoat for their mishandling of the Viet Nam situation".

Both respondents indicated that "nothing" could have been done to keep them on active duty.

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